



the
internationalist

FOR ADVERTISING • MARKETING • MEDIA PROFESSIONALS

NUMBER

55 2011

RETHINKING POSSIBILITIES

Winners—Digital Marketing Solutions
Tim Love: Our Language Impediment
Global Agencies Respond to Change



Caroline Wyatt, Correspondent
Julie Ritson, Camerawoman

TWENTY YEARS OF CAPTIVATING YOUR AUDIENCE

Where others report, we analyse. Where others assert, we question. And where others speculate, we confirm. BBC World News has been a uniquely challenging voice on the news landscape since 1991. With an engaged global audience that looks to us for impartial, informed analysis of the stories that matter. So not only are we the world's largest news organisation – we're the most trusted too.

For a brand fit that will captivate your clients, contact John Williams, john.williams@bbc.com or +1 212 705 9413, to find out more.

BBC
WORLD
NEWS

the internationalist

www.internationalistmagazine.com

FEATURES

14 | Digital Marketing Solutions

MINI-World Record Attempt 17
Discovery Channel Storm Chasers 18
Vestas — World of Wind 18
Nissan — GT Academy 19
HBO Boardwalk Empire 19
Gatorade — Your Shape Fitness 20
Intel — The Escape 20
Intel — Measuring Online Advertising 21
Kia Soul — Who's Next 21
Estee Lauder — Pure Color 24
FedEx — Explore our Changing World 24
Deloitte Touche Tohmatsu — Green Dot 29
Chevy Volt — Kinect Joy Ride 25
Wyeth/Pfizer Nutrition 26
Xerox — Ready for Business 26

Accenture — Outlook Journal Social Media 27
Bayer — 50th Anniversary of the Pill 27
Buick — Re:Discover 27
Comcast, Xfinity 28
HBO Game of Thrones 28
Lufthansa — Jetsetter 29
Volkswagen — Introducing the New Jetta 28
McDonald's — FarmVille 29
Oracle — Building a Better Business 29
Pepsi — Football 30
Showtime — The Franchise Fan Cave Catch 30
Siemens — Ecovatives 30
SoBe — Try Everything Challenge 31

Sony Pictures — Burlesque 31
The North Face 31
Thomson Reuters — Global Leaders 32
Turbo Tax — Treasure Hunt 32
Turbo Tax — Grammys 32
Volvo — North America 2010 S60 Tour 33
P&G/Head & Shoulders — Appamalu 33
Arby's — Feed Your Mood 33
Dettol — High Performers 34
Maruti Suzuki — iFilm Maker 34
Unilever/Rexona — Rexona Police 34
Siemens — Radiology 35
Visa Europe — Changing Habitual Behavior 35

36 | Commentary: Our Language Impediment

By Tim Love

2011 : 55

Publisher's Letter | 4

Frontlines | 6

Companies and products in the news

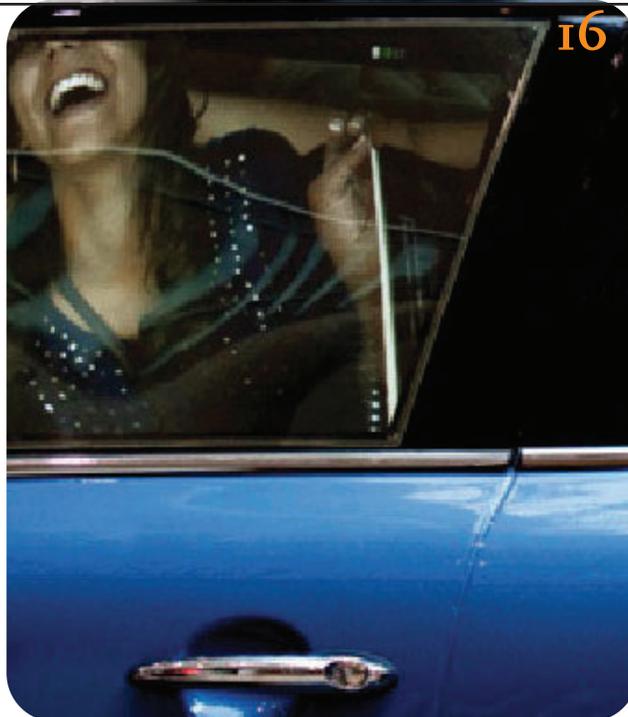
Globetrotters | 12

Newsmakers from around the world

People & Places | 40

Big smiles at get-togethers around the world

Shopper Marketing | 44



SUBSCRIBE ONLINE

Group discounts

available for bulk shipping.

DEPARTMENTS

STAFF

deborah malone FOUNDER & PUBLISHER deborah.malone@internationalistmagazine.com
amanda baltazar NEWS EDITOR amanda@internationalistmagazine.com
juliana koranteng FEATURES EDITOR juliana@internationalistmagazine.com
david kilburn ASIA EDITOR david.kilburn@internationalistmagazine.com
les margulis CONTRIBUTING EDITOR les.margulis@internationalistmagazine.com
allyson stewart-allen CONTRIBUTING EDITOR allyson@intermarketingonline.com
marcelo salup CONTRIBUTING EDITOR marcelo.salup@internationalistmagazine.com
peggy bloomer DESIGN DIRECTOR 1.860.669.5070 peggy.bloomer@internationalistmagazine.com
patti brown WEBMASTER webmaster@internationalistmagazine.com
Maja Leibovitz EVENT & SPONSORSHIP MANAGER maja@internationalistmagazine.com
corporate office 1.212.737.0310

DMNY
GLOBAL

The internationalist is published by DMNY Global.
©2009 DMNY Global. Excerpts may be quoted with proper attribution to the internationalist.
The internationalist is a publication for and by international advertising, marketing, and media professionals



YOUR

**US RESOURCE FOR
EUROPE'S LEADING
BUSINESS &
FINANCIAL
MEDIA**

We can connect you with top decision-makers from London to Moscow in the aerospace, automotive, energy, engineering, finance, IT, life sciences, and R&D sectors.

Learn more about our international media solutions at

www.iconicinternational.com

contact@iconicinternational.com
+1-914-205-2355

EDITORIAL ADVISORY BOARD



harvey ganot
PARTNER, NEW MARKETS NOW



claudia lagunas
DIGITAL AND NEW MEDIA DIRECTOR OF
PEPSICO INTERNATIONAL



graeme hutton
SENIOR VP-DIRECTOR OF CONSUMER INSIGHTS
& RESEARCH, U.S., UNIVERSAL McCANN



donovan neale-may
CMO COUNCIL EXECUTIVE DIRECTOR



Tim Mickelborough
GLOBAL HEAD OF BRAND MANAGEMENT & ADVERTISING
SERVICES — THOMSON REUTERS



julian boulding
PRESIDENT — THENETWORKONE



greg paull
PRINCIPAL, R3



linda scott
OXFORD UNIVERSITY — SAID SCHOOL OF BUSINESS



marc de swaan arons
CO-FOUNDER AND CHAIRMAN OF EFFECTIVEBRANDS

FOUNDING EDITORIAL BOARD

carolyn carter
PRESIDENT, GREY GLOBAL GROUP, EUROPE, MIDDLE EAST &
AFRICA

janet fitzpatrick
CHIEF STRATEGIC OFFICER, INITIATIVE WORLDWIDE

werner geissler
VICE CHAIRMAN OF GLOBAL OPERATIONS
OF PROCTER & GAMBLE COMPANY.

anne c. toulouse
VICE PRESIDENT COMMUNICATIONS, THE
BOEING CO.

miles young
CEO, THE OGILVY GROUP

AFFILIATES

adforum .com





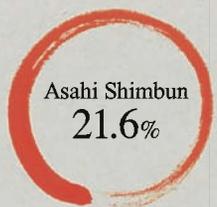
Express yourself in Japanese.

Best coverage of managerial levels in Japan



Data source: "J-Read 2010," Video Research Ltd. (28,671 respondents)

Leading national newspaper in Japan



Data source: "Newspaper Readers Basic Survey 2009," conducted by Central Research Services, Inc. (4,232 respondents)

Ad volume of luxury fashion brands*



Data source: MRS Advertising Research Inc. Jan.-Dec. 2010
*Watches, accessories, bags, apparel and eye-wear

It's the most effective way to reach your target audience.

In The Asahi Shimbun, you can express yourself clearly to the Japanese audience you want to reach—particularly if you are targeting business leaders. Our sophisticated and influential readers include countless business owners and top executives. Supported by the highest journalistic standards and award-winning color graphics, The Asahi Shimbun will draw millions to your message. So don't simply advertise—express yourself in Japanese. The Asahi Shimbun won the second best of the world in a competition held by the International Newspaper Color Quality Club (INCQC / 2010)

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

The Asahi Shimbun
Japan's Leading Quality Daily



Newspapers associated with The Asahi Shimbun: The New York Times (U.S.A.), Le Monde (France), El Pais (Spain), Dong-a Ilbo (South Korea), The Bangkok Post (Thailand), Straits Times, Lianhe Zaobao (Singapore)

Tokyo Head Office Tel: +81-3-5541-8149 E-mail: International@asahi.com / London Office Tel: +44-20-7831-0033 E-mail: adsales@asahi.uk.com



Digital Realities

CMOs today recognize that both market and technology factors are two of the most powerful external forces affecting their companies today. They also believe that these two issues will drive increasing levels of complexity in the way they market products and services in the next five years.

According to the first *Chief Marketing Officer Study* from IBM's Institute for Business Values called "From Stretched to Strengthened," the top challenges, or universal game changers, facing today's marketing leaders include:

- The explosion of data
- Social media
- The proliferation of channels and devices
- Shifting consumer demographics

The IBM Study, part of its C-Suite research, represented 1,700 face-to-face conversations with CMOs in 64 countries, representing 19 industries and debuted this fall.

Interestingly, the most proactive CMOs are trying to understand individuals as well as markets. Customer intimacy is critical for 21st century success, and this requisite fits squarely in the CMO's domain. However, social media is changing many marketing assumptions and approaches. CMOs who mine new digital data sources also admit to learning more about customer needs. This is helping to define a tremendous shift in thinking from transactions to relationships.

This kind of radical change is creating tumultuous upheaval for the entire media and marketing ecosystem—from publishers to marketers to agencies to technology vendors.

Yet, a study by the Alterian group claims that over 33% of global marketers say they feel "minimally prepared" to take advantage of new techniques in digital and social media.

Given the results from **The Internationalist's Third Annual Awards for Innovative Digital Marketing Solutions**, we're seeing greater sophistication in using a wide variety of online platforms. Perhaps digital marketing savvy is starting to leapfrog like the technology itself. Yet, it is clear that marketers are still trying very hard to embrace and master the paid/ owned/ earned and now shared media opportunities that this vast sector presents...

So at some point in the future, we're also guessing that all of our marketing and media awards may be grounded in digital solutions—without reference to "traditional," "old," or "new" media. However, right now, we think these examples from all over the world are not only inspiring, but their results-oriented solutions results are well worthy of commendation. No doubt they'll even spark a few ideas that just could answer your own digital challenges.

Deb Malone
Founder

GO TO: www.the-internationalist.com

PRINT

ONLINE

IN PERSON

connecting people and ideas in international advertising, marketing and media.

Reach Out

Connecting your clients with international markets starts with intelligent media placement. Multimedia, Inc. is a leading international media representative established in the U.S. since 1991, with recognized experience serving advertising agencies and direct accounts throughout the world. Multimedia is the only company in the United States that represents media from all BRIC countries, and the largest representative of Brazilian media worldwide. We have the exclusive representation of leading newspapers in Latin America, Europe, Asia, and Middle East, and offer media placement in print, radio, TV, online, and outdoor in strategic markets throughout the world. For more information and media quotes please contact Carol Ramos at +1-407-903-5000 Ext. 249, or e-mail at cramos@multimediausa.com.

Worldwide Represented



Americas Represented



www.multimediausa.com



Multimedia, Inc.

Your Advertising Connection Throughout the World

7061 Grand National Drive, Suite 127 - Orlando, FL 32819-8398 USA
Tel. +1-407-903-5000 - E-mail: info@multimediausa.com

Global Agencies Find New Ways to Respond to Change at AdForum CEO Summit



Pictured above are: Ken Robinson, Ark Advisors; Hervé de Clerck, AdForum; Russel Wohlwerth, External View Consulting and Dan Hestbaek, Hestbaek Consulting.

The ad agency business is generations away from the simplicity of the “Mad Men” era. Collaboration, problem solving, performance, and new international permutations are at the heart of today’s complex matrix of agency solutions for global clients.

The 10th Annual AdForum CEO Summit, which occurred this October in New York, provides an extraordinary overview of agency thinking as top executives from global networks, micro-networks, independents and specialists present their views of a changing marketplace and how their companies are responding with better results for clients with worldwide concerns.

The week-long autumn event is designed to equip agency management consultants from all corners of the world with up-to-date information on the expanded roles agencies now play for marketers. It is estimated that agency management and search companies are now involved in 26% of all significant searches. The consultants participating in the AdForum Summit have undertaken a total of 350+ agency searches per year, representing \$5 billion in billings, as they work with marketers who seek objective ways to find agency partners with the right deliverables for their needs.

Although all agencies pride themselves on points of differentiation

and how their unique philosophies provide client value, the week’s “speed-dating” nature (comprised largely of hour-long overviews from agency management, strategists and stars) does cause participants to look for threads of similarities as they seek trends that offer a more complete picture of marketing thinking today.

In fact, after visiting with two dozen internationally-minded agencies, a number of themes emerged:

PROBLEM SOLVING: Today’s agencies increasingly want to address a client’s challenges and be in a position to solve problems and create opportunities. They believe this is the source of groundbreaking work. Their

greatest wish is to partner with clients who are willing to transform. Certainly, agencies now have more specialized means than ever before to tackle a myriad of marketing problems. Perhaps the most interesting new option was presented by a Canadian shop that retains architects on staff to design retail experiences as stores themselves are increasingly key expressions of marketing energy.

IDEA-PERFORMANCE BALANCE: Of course, a majority of agencies admit that “the idea” is always at the center of good advertising. For some the mantra is “strategy first;” other call the new creativity a blending of innovation and technology. Many insist that it’s

still about story telling at heart. However, accountability and performance are rising in importance. Every agency today needs to be results oriented. And most are trying to take metrics beyond Facebook results to understanding more about managing those relationships that social media has now enabled.

STRUCTURE: Some clients want to work with small, nimble networks; others see size as an advantage. Every agency is juggling to find the best options on the worldwide size/flexibility spectrum. They are seeking the best contemporary agency model with the right range of intimacy/scale, infrastructure/personality, accessible teams/ hierarchy, and innovation/legacy.

NEW GEOGRAPHIES: Building bespoke teams that come together around a problem or an idea are fast becoming the leading element in redefining agency geography. Whether they are called idea communities, global creative hubs focused in one location, customized client alignments, or groupings of skills, the largest dots on the maps are no longer assumed to be the default centers of excellence.

Could London be on the wane? After years of UK agencies being an international center of the business, particularly in terms of the rise new-thinking independents, it looks like more agencies are finding alternative geographic solutions. Some micro-networks don't see London the map at all — perhaps because their interest in fast-growth Asia and Brazil is stronger and potentially longer term than Old Europe and the UK. Others feel that pan-regional centers for Europe can effectively operate from hubs that range from Amsterdam to Istanbul.

SINGLE P&Ls: There is a growing commitment to single Profit & Loss statements built around certain clients or geographic teams. Certainly this is true for many of the micro-networks, but increasingly, large multinational shops are aligning key offices that support global brands to be collectively

incentivized to work together, share resources, and get the job done. A single P&L team will either succeed as a group and share collectively in bonuses, or fail together and get nothing.

DIFFERENTIATE BY CORPORATE CULTURE: Smaller agency networks are looking at themselves as “culture first” organizations, as they recognize that their “personality” is a large component of their differentiation strategy. There is growing acknowledgment that great people won't work out if they are in the wrong environment. And this hold true for clients, too. Such thinking, though, is not isolated to micro-networks. Large agencies know that culture and philosophy are extremely important. As holding companies vie for key global accounts while they are constantly interchanging talent, the need to differentiate is critical.

PEOPLE AS MEDIA: Increasingly, these times are not only about connecting brands to consumers, but about connecting consumers to consumers. Sometimes, the ability to start a conversation is more important than selling things — despite the fact that we have transitioned from an age of communications to one of participation. Agencies now talk about creating ideas that are “humanly relevant,” attest that successful brands need to be part of a “cultural conversation” and define “populist” creativity as not what you say about a brand, but what you do.

Today, considering “people as media” and discussing marketing concepts as “human” or “holistic” certainly represent a sea change, and are expressions that simply would not have fit at any other time, except perhaps during Gandhi's India.

Today agencies have to embrace more challenges and contradictions than ever before in their effort to “get it right” for global clients. It is an ever-shifting balancing act that includes some of the following extremes: Nimble execution v. worldwide reach; Local insights v. global scale; specialized expertise v. seamless integration; extraordinary craftsmanship v. cost savings/procurement guidelines:

award-winning creative work v. performance analytics with real-time data tied to sales.

Every top agency manager knows that he or she must grappling with solutions, structure and integration. There are flaws in every organization; however, the candor at the AdForum CEO Summit was refreshing. Agency leaders also know they also have to find and nurture talent and manage growth, particularly as they acquire other specialist companies. Increasingly they have to shape organic, collaborative and often entrepreneurial structures.

If agencies could create a “wish-list” from their clients, it would include:

- **Have courage.** Allow agencies to help push the boundaries of experience, engagement and interaction.
- **Be willing to implement change.**
- Provide us with more data from your digital ecosystem, so we can truly help some problems.
- **Break the campaign mentality.** A fan base is always on and requires a continual cadence, not stops and starts.
- **Think non-traditionally—not only in terms of marketing,** but budget planning. Sometimes an effective viral film should require the same investment as a big 60 second spot.
- **The new effectiveness is talk-ability and non-paid media,** which should be considered in the communications planning process.

The 10th Annual CEO Summit was organized by AdForum, the online marketing resource company that serves the creative information needs of advertisers and agencies around the globe. Participating agencies, independents and holding companies included: DDB/Component Group, 72 & Sunny, Possible Worldwide, JWT, Johannes Leonardo, LBi, Gyro, Brooklyn Brothers, EuroRSCG, McCann WorldGroup, McCann Erickson, McCann Healthcare, MRM, Momentum, Sapient, Lowe@Deutsch, DraftFCB, Sid Lee, Dentsu Network West, and Interpublic.

VEN MONEY .NET



Imagine a networked currency enabling instant exchanges anywhere backed by real resources and carbon futures, greening everything it touches. One-click web payments to the fraction of a cent. A stable, single currency for commodities. And an open API for rapid innovation. It's time for a new kind of money.

Porn & Madison Avenue? Doug Wood discusses “.xxx”



Doug Wood

Doug Wood is Partner at **Reed Smith, New York** and is Chair of the firm's Media & Entertainment Industry Group, has more than 30 years' experience representing the entertainment and media industries, including individuals and multinational companies in motion picture, publishing, advertising, marketing, promotions, unfair competition, intellectual property, and e-commerce matters. He is a member of the Social and Digital Media Task Force. He was a co-editor of the Social Media White Paper entitled "A Legal Guide to the Commercial Risks and Rewards of the Social Media Phenomenon." Doug serves as legal adviser to several worldwide trade organizations and is General Counsel to the Association of National Advertisers, the Advertising Research Foundation, and the Advertising Council. He is also the chief negotiator for the industry in relations and collective bargaining with the Screen Actor's Guild, the American Federation of Television and Radio Artists, and the American Federation of Musicians. In addition, Doug is the founder and Chairman of the Global Advertising Lawyers Alliance (GALA), a network of independent law firms, located in more than 50 countries, that have expertise in advertising and marketing law.

For those of you who have been in a digital fog, the Internet Corporation for Assigned Names and Numbers (ICANN) let loose the latest top level domain (TLD)—.xxx—this month. ICANN is a non-profit California corporation that handles the administration of the TLDs on the Internet (and makes millions doing so). A TLD is the word or string of letters immediately after the last dot in an Internet address, e.g., "com" in ".com". ICANN gets its authority from a so-called "Affirmation of Commitment" with the U.S. Department of Commerce, under the much-guarded international secret that the United States still controls most of the Internet.

For the last four years, ICANN has been involved in a great debate on whether the Internet needs new TLDs. In truth, the debate over the need for a multitude of new TLDs goes back to as early as 1996, before ICANN even existed, when the idea was rejected at World Intellectual Property Organization meetings in Geneva, in favor of improving search engines and directories.

After years of lying dormant, ICANN raised the idea of substantially increasing the number of TLDs and voted in June to open the door to hundreds more. But before they start taking applications in January 2012 to own a new TLD (at \$185,000 each), ICANN sold one new TLD in 2011—.xxx.

No doubt we're all concerned about adult content on the Internet. It's rampant, and much of it is either illegal or very dangerous to youth. Yet it's a multi-billion dollar worldwide industry that skyrocketed in distribution and growth once the Internet became its playground.

So ICANN, together with ICM Registry, the company that now owns .xxx,

decided that the best way to corral porn purveyors was to create their very own TLD. The thinking, presumably, was that owners of adult content businesses would flock to this new TLD so that consumers itching for salacious content would know where to go. Never mind that there was no evidence that such a migration would occur. ICANN and ICM convinced themselves that it was all about a "Field of Dreams"—build it and they will come. And they got that right, but for all the wrong reasons.

When the sellers of .xxx domain names put them on sale last week, they did not address their marketing campaigns just to adult content owners. Instead, they ran ads with headlines like ".XXX LANDRUSH IS NOW OPEN. PROTECT YOUR BRAND" or "SECURE YOUR DOMAIN. PROTECT YOUR REPUTATION." By heeding their warnings, brands, universities, and individuals flocked to the sites of domain name sellers and bought up tens of thousands of names, at about \$200 per name. According to press reports, more than 70,000 applications have been received since the doors opened, netting sellers more than \$15 million barely out of the gate.

Nice ROI. Even I grabbed my name and experienced what it's like to actually own a .xxx domain name. Now I'm the proud owner of douglaswood.xxx, a site that will never see the light of day because I only bought it, as I was urged to do so by the domain name seller, to protect my reputation (whatever the reputation may be). Interestingly, nowhere during the application process was I asked if I had any connection to the adult content industry (which I do not). Landrush indeed.

To read Doug Wood's complete dissertation on .xxx, go to: <http://www.law.com/jsp/cc/PubArticleC.C.jsp?id=1202533104723>



Indra Nooyi

Indra Nooyi, Chairman and Chief Executive Officer of PepsiCo, oversees some of the world's largest food and beverage brands that span over 200 countries and include such companies as Quaker Oats, Tropicana, Gatorade, Frito-Lay, and Pepsi-Cola. She is also the champion of PepsiCo's Performance with Purpose strategy, designed to deliver sustainable growth by investing in a healthier future for people and the planet through reducing the use of energy, water and packaging, while providing a better workplace. Her extraordinary global career is anchored in both India and the United States. She holds a BS from Madras Christian College, an MBA from Calcutta's Indian Institute of Management, and a Masters of Public and Private Management from Yale University. Her career began in India, where she held product manager positions at Johnson & Johnson and at Mettur Beardsell, Ltd., a textile firm. Ms. Nooyi joined PepsiCo in the U.S. in 1994.

Here are highlights from her recent keynote address to 2011 AdAsia Advertising Congress held in Delhi, India and organized by the Asian Federation of Advertising Associations (AFAA), comprised of representatives of the advertising associations of ten Asian countries

One hundred and fifty years ago now, Charles Darwin published his classic *On The Origin Of Species*.

Darwin's most brilliant insight, which has stood the test of time, was that it is not the strongest that survive but the fittest. Those who thrived were those who could adapt to the changing environment.

I became CEO of PepsiCo in late 2006. I have to say it is amazing how rapidly the world has changed since then. The boom of the first half of the decade quickly gave way to the troubled times in the second half. I've seen the importance of devising new rules as you go along.

I certainly don't have all the answers – I only wish I did – but I do have five

PepsiCo's CEO Indra Nooyi Tells AdAsia that Optimism can Rise from Uncertainty

thoughts from what I have learned. I hope they will be useful to you.

The first point is that we all have to explicitly recognize that we are in a new reality.

From the top to the bottom of the company we have to accept that we are in a new era of uncertainty.

We used to plan from a base of relative security. Uncertainty was always a scenario in our planning but we thought of it as something that upset our plans every now and then.

Most companies did a one-year operating plan and a three or five-year strategic plan. Each assumed a linear process and, with a few adjustments, you tended to stick pretty close to the original plans.

We can't plan like that any longer. These days, volatility is not just the way that our normal lives are disrupted. It is our normal lives.

Economic progress is uncertain. Currencies are volatile, many times decoupled from macroeconomic behavior. Commodity prices are unpredictable and they move quickly.

The old fixed calendars of the business year have to be rethought. We have to speed up. We need to start the next plan while the ink is still drying on the old one.

We need to be sure that we have uncertainty built into our plans, from top to bottom.

We have to think in a wholly different way. Responding to change is not the same as being fickle. We need to learn a wholly new skill.

The skill of adaptability.

The second point is that we have to lead for today and tomorrow at the same time.

More than ever before, we are steering a course through rough seas. We are tossed on the tide and the journey can be difficult.

The only way to manage is to fix our sights on the horizon and steer towards a distant point in the future.

But, at the same time, we need to attend to where we are right now.

Uncertain times require us to have a long term horizon. It is the companies with a clear long term mission that will thrive.

But at the same time, investors are

understandably more nervous than ever before. They need great performance, here and now.

So we have to work on two time scales at once.

A good return today and a long-term future; leading for both today and tomorrow at the same time. Not an easy task in a volatile environment.

And so I think the companies that thrive in the new era will be those which define a compelling vision of the role they play in society.

A good company is more than just an engine for the generation of profit. People want corporations and brands to stand for something.

At PepsiCo, we have tried to capture that insight in the phrase "Performance with Purpose".

Performance with Purpose is a marriage of the short term with the long term.

We don't make the mistake of neglecting our investors. It is their capital that feeds investment for the long-term. It is their capital that enables us to grow.

But those short-term results must be sustainable in the long-term.

Speed and agility have become our best allies. The only way to function is to be lean and low cost. We need the maximum efficiency today so that we can deliver great performance and invest for tomorrow.

That's the task. To lead for today and tomorrow at the same time.

My third point is that, in these volatile times, we need to be ambitious. We must make big changes to big things.

Great ideas have no borders. We need to be open to new thinking, from new places.

The days of incremental thinking are over. The days when the future was built on the solid foundations of the past are gone.

Cost structures are being shaken to the core by high commodity costs. Top lines are being threatened by weak economies. Growth is elusive.

Competition is more severe than ever. There could be a business model around the corner that renders ours obsolete.

So, this is not a time for small changes. We need to make big changes to big things.

Innovation is not just about

refreshing what you have. It's about rethinking and reframing your whole product offering, your complete service.

It's about encouraging borderless innovation, where the clever practices of low cost countries are brought to places where costs are higher.

Disruption is now our friend, not our enemy. So my advice is to disrupt yourselves deliberately. If you don't, the competition will.

I don't have to tell you about disruption. You've seen it for yourselves.

Think of the way that the internet is slowly closing down newspapers. The way that wireless telephony has replaced the landline. The way that new apps are replacing standard services. The way that mass communication has turned into mass customization.

This presents a great opportunity to anyone who is prepared to rewrite the rules and learn new skills.

We all need to establish internal disruption groups in our companies. Question every practice. Look in unusual places for ideas.

The clock speed in this new world is extremely rapid. We need to adapt constantly. Only the fittest survive.

What I've said so far is that volatility is here to stay. We have to manage for today and tomorrow at the same time and that we have to make big changes to big things.

And, as the CEO, you have to do all this with your leadership team. You have to make sure they are capable of going on this journey with you.

This is my fourth point. Attracting and developing the right talent is now perhaps the most important leadership task.

Leaders in the new era will need courage, confidence, perseverance, accountability, openness to new ideas and the ability to manage rapid change. It's quite some person we're looking for.

I know I have some fabulous leaders at PepsiCo and I am sure you all do too at your companies. You may even be one!

Their experience is invaluable but we are constantly thinking how we retrain people in this age of change, so we allow experience to adapt.

For example, a lot of our leadership talent grew up in the West, with Western models. We now need to expose them to the East and bring back its unique ideas. And we are looking for ways to export our Eastern talent to the West.

We are also looking for ways to give our young leaders experience across business geographies.

And we look to augment that great experience with new blood. Because new people come armed with their new thinking.

And we know that we need to be open to new ideas. We need a team that is diverse. A team that spans the whole range of ages, of nationalities, of ethnicities. We need to tap into their talent and recognize that because ideas recognize no boundaries, neither should we.

And we need to develop and evaluate these leaders differently. We realize we need to recognize and reward the ones willing to go outside the usual conventions.

The whole process of leadership development needs to be rethought.

In the time of volatility and uncertainty, the way we buy, broaden and bond our talent will be the key to whether we atrophy, just survive or thrive.

My fifth and final thought for the time of uncertainty is that it is vital to be super-visible as a leader. We need to communicate all the time.

Every organization has to understand the vision. Every organization needs to know what the realities are. And everyone needs to know how they are moving forward.

If the leader doesn't tell them, someone else will. There will be press speculation. Rumors will circulate in the workplace.

Uncertainty breeds anxiety. It's natural for people to be concerned. The best way to deal with this is not to deny that it's true. It's to open the door and let people in.

Talk to people and listen to them. It's always been good advice for leaders but now it's imperative.

Leadership is not just a rational thing. It needs an emotional connection.

Leaders need to remember that many of our colleagues have family members who may have lost their jobs lately or who are recent graduates with few prospects.

Many of our colleagues thought they were on a straight career path. Now they find that they have to learn new skills, adapt to new circumstances.

External stakeholders have to feel that they are part of the family too.

And we have to make sure that Boards of Directors understand how companies are marrying the short and the long term.

No leader can promise to make change disappear. But they can help to guide people through it. It is the only way to take people with you.

I am conscious that I have spoken as a CEO and my main message has been that

the answer to uncertainty is creative adaptability.

That creative thinkers need to be liberated. And I want to say a word about the most creative among us—namely, all of you, the marketing and ad gurus.

I would not dream of telling you how to do your job so I want to leave you with a few questions. I know this is the end of the conference, not the beginning, but it is always good to leave a conference with some important questions ringing in your ears.

In an uncertain world, brands provide continuity and stability. But do the old methods of connecting them to consumers still work?

I am constantly surprised that the tried and tested TV commercial is still the dominant ad mechanism even among all the new social media.

Do big advertising ideas really still have the same impact that they did? Are they cutting through the noise on the airwaves? Are they working effectively in the digital space?

In a world where mass communication has gone to mass customization, has marketing, as a function, adapted? Have advertising agencies disrupted themselves for their clients and their future?

Your world too has turned upside down. And you have traditionally been the creative leaders. Ask yourselves too: have you changed enough?

Have you really rewritten the rules yet?

Outside, there is a lot of fear and trepidation around.

But I do believe that we can generate opportunity from uncertainty. I retain great faith in the power of human ingenuity to overcome the problems that human beings have set themselves.

This is your rallying call. This is your opportunity. Your chance to shine.

The future has never been made by predictors or skeptics. It has always been made by dreamers and doers and innovators who embrace uncertainty, those who seize the day to shape the future and show us the way forward.

Those businesses are the ones who are able to say they knew what they were for and they followed that mission, everywhere and at all times.

I leave you with the words of the psychologist Erich Fromm:

"The quest for certainty blocks the search for meaning. Uncertainty is the very condition to impel man to unfold his powers."

GLOBETROTTERS

from the blackberry of deborah malone



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



AMY LOU TO HUAWEI TO BUILD A GLOBAL BRAND

Amy Lou certainly knows something about brand development. She spent nearly 5 years at HTC—the fast-growing, Taiwan-based maker of innovative smartphones and tablets, and literally built the HTC brand from its earliest beginnings. An experience she describes as both “challenging and very rewarding.”

The *Internationalist* named Amy an *Internationalist of the Year in 2007*. Today, HTC is part of the elite group of the 100 Best Global Brands, according to recently-released Interbrand rankings.

In November, Amy Lou began work with a Chinese company, HUAWEI, to take on the role as Director of Global Brand Marketing, with a mission to build a global brand rooted in China. According to Amy, “HUAWEI is a company with the ambition to become SAMSUNG from China.” She'll be London-based to leverage the international talent pool and other resources, but she'll travel to China frequently, as well as other global-centric markets like New York.

through an interactive nightlife calendar, which encourages people to share pictures and find new destinations.

Robin Grant, global managing director of We Are Social, said: “Brazil is not only one of the world's largest and fastest growing markets, but also has a reputation for leading the world with digital creativity. With the explosion of social media usage in Brazil, we felt it was essential to have not only a presence, but to bring together a team that matches that of any of our other five offices, able to lead the market with a conversational approach.” The office will be headed by managing director Leslie Orsioli, the former strategic planning manager of AgênciaClick Isobar. We Are Social has been expanding rapidly. Just this summer they opened a Munich office, following openings in Paris, Milan and Sydney in 2010.

Founded in London by Robin Grant and Nathan McDonald three years ago, We Are Social calls itself “a conversation agency” that helps brands to listen, understand and engage in conversations in social media. They work with Heinz, HP, Unilever, Tesco, Orange, Eurostar, Kleenex, PayPal and Hotels.com. Although they are a new type of agency, We Are Social is quick to point out that conversations between people are nothing new, nor is the idea that ‘markets are conversations’.



WE ARE SOCIAL GOES TO BRAZIL, THANKS TO SMIRNOFF

Social media agency We Are Social has announced the opening of a new office in São Paulo, Brazil, after winning Diageo's Smirnoff Vodka for that market. Their mission is to grow Smirnoff's online community

WILL NICHOLSON STARTS THE VISION NETWORK

Will Nicholson, an industry veteran with past roles in New York and London for such companies as Euronews, The International Herald Tribune/New York Times and Initiative Media, has set up a creative services and community consultancy



called The Vision Network. The new company represents a network of professionals who specialize in multi-platform content, community-building and representation- from brief through execution to better understand and engage with key audiences. Currently The Vision Network includes Creative Director Matt Hepworth who produces vignettes, innovative online ad formats, websites etc. and Community Director Robert Zlokower who manages online communities for clients to engage with opinion-leading audiences-- normally an elusive group to pin down.



MIKE VAUGHTON TO GLOBAL DIGITAL ROLE

Eurosport's **Mike Vaughton** is now the company's Global Commercial Director of Digital, after serving in various international business solutions roles for the channel over the last 5 years. Mike continues to be based out of Geneva, where he also hopes to still find time with his new responsibilities to

enjoy his life-long passion for skiing. In fact, before joining Eurosport, Mike was the Marketing Director for Salomon Taylor Made and later in international consumer marketing roles for Adidas-Salomon. He's had a history of bridging the French and English-speaking worlds, particularly with early Brand Management roles at Eurostar and Operations roles at Disneyland Paris.



MARC DE SWAAN ARONS DESCRIBES THE GLOBAL BRAND CEO

"Today" says **Marc de Swaan Arons**, "Almost every marketer works on or competes against a global brand." As a global brand expert and true internationalist, he should know. Following a successful career at Unilever, Marc co-founded the EffectiveBrands consultancy in 2001

with Frank van den Driest.

Marc had learned through experience that there are very few practical resources in today's rapidly globalizing world market to help marketers increase their brand effectiveness and efficiency across multiple markets. As a result, both he and Frank van den Driest have compiled some of the wisdom originally found through *EffectiveBrands' Leading Global Brands* study and authored: *The Global Brand CEO: Building the Ultimate Marketing Machine*. The book, just launched in the US, and available worldwide, shares the insights of an extraordinary Who's Who list of 45 of the world's CMOs and top marketers.

At the core of Marc de Swaan Arons' thinking is the distinction between what he calls the "what" of marketing and the "how" of marketing. It's not the "what" of global marketing roles that challenges new brand leaders with responsibility for aligning anywhere from 12 to 102 countries behind one strategy. It is the

"how" of global marketing. Or more specifically how can they achieve a winning multiple market brand strategy in the context of a highly complex, matrix global marketing organization? How can they drive a corporate strategy in such a way that key local chairmen and marketing directors adopt it, see it as their own, and most importantly, make it successful locally?



To learn more about *The Global Brand CEO: Building the Ultimate Marketing Machine*, go to: www.effectivebrands.com

Deborah Malone Takes on IAA Leadership Role

The International Advertising Association has announced that Deborah Malone, Founder of The Internationalist, will serve as its new global CEO to head the industry's only "tripartite," integrated international organization that brings together Advertisers, Agencies, and the Media in all aspects of global marketing communications. The IAA is comprised of Corporate Members, Organizational Members, Educational Affiliates, as well as 56 chapters with individual members and young professionals from 76 countries including the top 10 economies in the world.

The appointment comes at a critical time as the advertising and marketing communications industry experiences dramatic change brought about by technology, globalization, and a new economic re-setting.

According to Alan Rutherford, current IAA Board Chairman, "Deborah is an ideal leader for a contemporary IAA. She is a successful entrepreneur with both vision and the ability to get things done. Her dedication to our industry and her global fluency is unparalleled."

Deborah. Malone has been a member of the IAA since 1992 when she launched Ad Age International for Crain Communications. She created The Internationalist in 2003 and has since overseen its growth in print, online, in person and through best practices to connect the people and ideas in international marketing. She will remain Founder of The Internationalist and will continue to oversee content on all Internationalist products while taking on the IAA leadership. The Internationalist, comprised of the magazine, online products and events, awards, conferences and think tanks, will become closely allied with the International Advertising Association with this appointment.

Ms. Malone said of her appointment: "This is a commitment to an industry that I love. It is an honor to help evolve its important role in connecting people, places and ideas. I seek to help the IAA integrate the tremendous talents of this industry-- from advertisers who rely on its vitality for economic development, the media which is so important to social development and education, and the agencies and partners that innovate on behalf of brands and inspire the messages that create value."

Rethinking Possibilities

Winning Examples of Innovative Digital Marketing Solutions

On November 17, atop New York's Times Square, marketers, agencies and the media gathered to celebrate winning case studies in the **3rd Annual Internationalist Awards for Innovative Digital Marketing Solutions**. **Claudia Lagunas**, Marketing Director and Director of New Media & Digital at PepsiCo International was the Jury Chair. The evening's festivities and earlier **INNOVATORS SUMMIT** was sponsored by **BBC World News**, **The Financial Times** and **BrightRoll**.



Among the winning highlights:

- **The MINI Countryman** “World Record Attempt” submitted by Profero London took top honors.
- **OMD offices on 3 continents**, plus PHD US had the greatest number of wins.
- **Three Gold Awards went to agencies in the Asia region.**
- **Denmark** saw winners from Vestas and Volkswagen.
- **Campaigns from China, India and Dubai** were among the winners.
- The **US** and the **UK** remain strong in innovative digital thinking.
- **Independent Agencies** like Vertic and Profero placed strongly.

There’s no question that digital innovation is becoming more critical to today’s marketing as advertisers, agencies and the media work hard to connect with a much-changed consumer. In fact, the very definition of media is changing—particularly in a world that now recognizes the significance of Paid/Owned/Earned/Shared.

The Internationalist’s Awards for Innovative Digital Marketing Solutions are case studies scored for insights, strategy, and results across all product categories and reflect the way companies market their products around the globe. They are an acknowledgment of how today’s marketing strategy is affected by the growth of Digital, and are also an outgrowth of **The Internationalist’s Awards for Innovation in Media** held annually in the first half of the year.

The winning case studies embodied the following trends:

- Entertainment works.
- Gaming is critical for younger target groups.
- Reaching consumers when they least expect it has great rewards.
- Automotive Advertising is back... and had the greatest amount of entries.
- B2B campaigns are increasingly finding world-class digital marketing solutions.
- Community Matters.

YOMIURI, the Face of Japan.

Just this instant, an article captures her heart. Beautiful, Charming, and Curious is the woman who reads the Yomiuri. She achieves an economic independence, and appreciates accurate reporting rooted in a 137 year history. Like 25 million other readers each morning, she depends on the Yomiuri to provide the most reliable information from international affairs to the latest modes. Companies investing in Japan see clear growth. Your face in the Yomiuri will stand out in this market. The Japanese woman looks for beauty in our time and knows our mission is timeless.

*YOMIURI has syndication relationships with The Wall Street Journal, The Times of London, The Washington Post, The Economist, and other established titles.

National circulation



Penetration among individuals with assets of 100 million yen or more



sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report, average of Jul.-Dec.2010/J-READ2010 (Nationwide)

Japan's Best-Read Newspaper

YOMIURI

読売新聞



*The Courtesan Hanaogi of Ogiya
from the series "Six Famous Beauties"
by Utamaro Kitagawa*

© The Adachi Foundation for the
Preservation of Woodcut Printing

Please feel free to contact our local offices. We would be very happy to have a face to face communication with you.

<http://adv.yomiuri.co.jp/m-data/english>

NEW YORK +1-212-696-9656 ad-ny@yomiuri.com PARIS +33-1-42-33-13-39 ad-emea@yomiuri.com

TOKYO +81-3-3216-8745 int@yomiuri.com

Grand Prix

MINI-World Record Attempt – Profero



AND SHOW PEOPLE
**IT'S MINI'S
 BIGGEST
 MINI EVER.**

The Grand Prix "MINI World Record" campaign was born when the Profero team wondered just how many people could fit inside the MINI's biggest car yet, the MINI Countryman. The challenge found a digital answer when people in 6 cities were given a chance to appear as if they were squashed into the new MINI through live green-screen video.

Amid some of the busiest public places, contestants entered an interactive booth where their recordings appeared immediately on video screens integrated into the windows of the adjacent life-sized, fiberglass Countryman replica. The world record attempts stopped passersby in the tracks as they looked on with a mixture of wonder, amazement and laughter. Participants could share their videos via Facebook or email.

MINI sold all 2,500 Countryman vehicles...before the product even launched.

See case study video: <http://www.youtube.com/watch?v=hxIE1fpriUY>

GOLD

Discovery Channel's *Storm Chasers* – PHD US

Discovery Channel's *Storm Chasers* TV series was entering its fourth season and needed to gain momentum and reignite positive brand metrics. A digital strategy called "Step Inside the Storm" enabled potential viewers to step into the chaos that both serves as the backdrop for the series and envelops its daredevil characters.

One dramatic element of the campaign was a digital outdoor campaign where fans on the streets of New York were given the chance to "experience" an F5 tornado. As consumers walked by an interactive storefront, their gestures triggered the crashing of a tornado. Industrial strength fans turned on and acted as if the tornado was coming at them as loud crashing noises were heard. Looking into the storefront, consumers saw themselves in a tornado. Automatic photos were taken which could be loaded up to Facebook and shared with friends along with links and reminders of the show.

The heart pounding premiere of **Storm Chasers** surpassed its aggressive rating goal, and 24,000+ people had their picture taken by the cameras on the storefront screen, an average of more than 700 a day.



GOLD

Vestas World of Wind – Vertic, Denmark

Vestas, a wind turbine manufacturer, needed to efficiently create brand awareness for its Wind Products and influence decision makers; however, the company also recognized the marketing benefits of reaching handpicked individuals and key stakeholders in alternative energy with tailored messaging.

As a result, the World of Wind platform developed as a novel, intuitive, and explorative navigation that leverages rich media presentations of Vestas' wind energy solutions and allows Vestas to simultaneously display multiple online campaigns. Overall, the solution addressed Vestas' need to communicate their value propositions efficiently across a diversified set of markets.

The tailoring of messaging enabled Vestas to dynamically select associated content (videos) and feature them on a unique URL for respective stakeholders. The platform includes a backend with admin access to upload content (Videos) that secures constant development and optimization. Each campaign directs the target audience into the campaign site by utilizing both online and offline initiatives, such as email invitations, banners, direct mail and invitations via USB-sticks.

The platform is first of its kind in leveraging tailored messaging for a global audience within a rich media context and has significantly moved the boundaries for how personalized messaging can exist together with a rich media campaign site.



GOLD

Nissan GT Academy – OMD US

The motorsports world is defined by innovation and excitement, but catching this community's attention requires something truly special.

Nissan GT Academy is a multi-platform program that provided a once-in-a-lifetime opportunity to take driving skills from virtual to reality with the opportunity to become a pro race car driver. Nissan GT Academy is a mesh of gaming, branded entertainment and social media—all designed to entertain, engage and reward the audience across multiple platforms from gaming console to social networks to primetime TV. The program's three phases—tournament, driver development, and reality show - all culminated in the SPEED Channel's airing of the competition at England's historic Silverstone race track with 16 other competitors from across Europe.

The tournament attracted nearly 54,000 aspiring racers who spent tens of thousands of hours racing virtual Nissan vehicles. Many have become pro-active Nissan brand advocates.



GOLD

Gatorade/Your Shape Fitness – OMD US

In an effort to further evolve the **Gatorade** brand within the sports nutrition and innovation arenas, Gatorade developed the G Series FIT product line for the fitness athlete. The objective was to authentically introduce and drive broad awareness of G Series by utilizing custom integrations within relevant fitness aids.



Fitness Athletes no longer have a set practice schedule and now rely on themselves to seek out tools, music, workouts and nutrition information. They often look to digital aides to coach, monitor and motivate them. This insight led Gatorade to seek the next evolution of the workout.

The Introduction of the Kinect motion sensor for the Xbox 360 opened the doors to the physical approach to fitness that Gatorade needed. The brand partnered with Ubisoft and their new fitness title, "Your Shape. Fitness Evolved." The Gatorade program took advantage of ambient placement of the brand, brought in fitness trainer Gunner Peterson to create a custom workout and involved a sweepstakes to work out with Gunner.

The most innovative piece of the program was the real game changer. Pioneering a new tech breakthrough, Gatorade and Ubisoft worked together for over a year to create the world's first product recognition in a game. Users who purchase the new G Series FIT O2 bottle could unlock an exclusive warm-up in game by holding the bottle in front of the Kinect Sensor. Kinect scans the bottle, recognizes the purchase, and awards the athlete with getting fit with G. The bottle scanning product recognition not only helps drive sales, but has the entire industry buzzing about how they too can use it now that Gatorade has pioneered the idea.

GOLD

HBO/ Boardwalk Empire — PHD US

HBO's **Boardwalk Empire** TV series (the epic crime/period crime drama that tells the story of Atlantic City at the dawn of Prohibition) was set to debut at a time when the U.S. was both cutting back on superfluous expenses like premium cable subscriptions and clinging to the most traditional of broadcast programming.

To escape the current stresses of today's world, the idea was to re-introduce the core series themes (The Roaring 20s, Prohibition, Atlantic City's Golden Era, Gangsters, etc.) into contemporary society via a digital strategy titled "Turning 2010 into 1920".

One element of the campaign included "Mimicry Overlays" that turned the homepages of The New York Times and Los Angeles Times into 1920 editions. By blurring the lines of editorial and advertising, the 1920s front pages were filled with inspired articles and photos (that were in fact "live" series trailers), as well as "articles" that profiled criminal gangs positioning themselves to control the distribution of alcohol, coverage of elaborate parties that heralded in the last days of public alcoholic consumption and interviews from public officials and lobbying groups on their religious views about the proposed Prohibition laws.

Other campaign elements included animated digital "whisky barrel" mastheads that tumbled across a screen to break and drip into a series of smaller ads, and the creation of QR coded accessed speakeasy-style bars in key cities through a partnership with Canadian Club® whisky.

Boardwalk Empire's premiere attracted nearly 5 million viewers—the best start for an HBO series since 2004.



GOLD

Intel/ The Escape — DDB Group Asia Pacific

The new 2nd Generation Intel Core processor is the first of a new class of computer CPU. However, for many mainstream consumers, the type of processor inside a computer is no longer a huge factor in influencing which computer they buy. To get this disengaged audience interested in the new Core, Intel had to change the way they think about processors.

YouTube is representative of the everyday, passive computing experience. Intel transformed it to become more **immersive**, more **interactive**, and more **socially-networked** than ever before.

The audience became the star of a Bourne Identity-style techno-thriller called The Escape. Their mission was to rendezvous with a sexy secret agent, retrieve a mysterious envelope, and evade two ruthless pursuers. They had to use the product attributes of the Core processor to secure their escape. These product features transformed the YouTube experience, creating astonishing ways of escaping that would not be possible in an ordinary world.

By placing them into the middle of a thrilling interactive narrative that brings together film, interactivity and social networking, the story of the Intel Core was came to life by allowing the audience to **experience** the benefits.



GOLD

Intel/Measuring Online Advertising— OMD US

How does a technology ingredient brand measure the impact of online advertising? This was a challenge to Intel, the leading manufacturer of computer processors, as they do not sell their products directly to the consumer, which makes it difficult to tie end sales to media.

To help **Intel** assess this challenge and other multi-faceted obstacles around specific metrics, OMD developed a weighted digital engagement measurement system called the Value Point System (VPS). This went beyond the traditional single event “lead scoring” systems to develop a propriety framework. It was based on the quality of consumer engagement across nearly 150 touch points scanning ads, Intel.com, and off-domain sponsorships. This approach now serves as the common global (Americas, EMEA and APAC) foundation for making both strategic and tactical decisions across digital media, social and creative measure performance. VPS also offers Intel a predictive set of indicators, while waiting for attitudinal or “lagging indicators” to be reported.



GOLD

Kia Soul/ “Who’s Next” – Initiative US

Kia looked to develop a program that would establish their lifestyle-oriented Soul as the vehicle for uniqueness and individuality. They were targeting an audience who places a high value on entertainment and pop-culture. Riding on the coat tails of a successful campaign featuring Hip-Hop Hamsters, Kia wanted to leverage an existing trend by helping to facilitate the creation of a YouTube sensation.



“KIA Who’s Next” was born as “American Idol meets YouTube” to find the next big YouTube celebrity. As a first of its kind in branded entertainment, Kia partnered with existing YouTube celebrities ShayCarl, LisaNova, and SMOSH to ask their fan base of 3 million to submit videos surrounding the KIA Soul’s theme “a new way to roll” for the chance to win \$10,000 and become the next YouTube phenomenon. From the videos submitted, the judges selected 8 finalists to compete in 3 rounds of KIA-themed video competition such as “How do you roll Soul-lo (solo)” and “How do you roll with friends?” Each round two of the creators were eliminated via votes from the YouTube community. Ultimately, the two finalists were flown out to Los Angeles to participate in the final challenge with ShayCarl, LisaNova, and SMOSH.

HAVE YOU EVER HEARD OF THE GERMAN TERM “RUNDUM-SORGLOS-PAKET”?

THAT'S WHAT YOU'LL GET WHEN YOU BOOK YOUR ADS WITH US.

YOUR PARTNER FOR 360° MEDIA SOLUTIONS IN GERMANY AND MANY MORE MARKETS:

BCN

■ Burda Community Network

BCN International GmbH

Salvatore Zammuto

Director International Sales North America

T +1 212 884 4824 | M +1 404 933 3445

salvatore.zammuto@burda.com

www.burda-community-network.com

GOLD

Estee Lauder/"Pure Color" — M2M Hong Kong

Although **Estee Lauder** is a leader in the premium beauty category, it is generally considered a brand for older women in Hong Kong. Estee Lauder needed to create a powerful communication idea that appealed to younger women and recognized the importance of online media in connecting to this target group.

Most Hong Kong women seek fair skin and simple beauty. Lip color is essential in creating different looks that gives life to their style. "Mission Kiss" was originated through the repositioning of Estee Lauder's Pure Color lipstick range. Through a Facebook app, women experimented different lip colors through a Digital lip print by capturing their kisses (lip-pout) using a webcam.

To further fulfill the mission of adding life to lips, Pure Color partnered with Operation Smile, a charity for children with cleft lips, wherein HK\$5 was donated for every lip print submitted. This turned into a social movement where women added their lip prints to their Facebook profile pictures as a badge of support that started a viral participation.

Sales boosts, increases in brand buzz indices and media measurement all exceeded projections.



GOLD

FedEx "Explore our Changing World" — The Economist

FedEx is a global leader in helping companies navigate and profit from the opportunities created by our changing world. "Explore our Changing World" marries FedEx's global footprint with The Economist Group's global outlook. The aim is to communicate FedEx's commitment to engaging its customers' with vital ideas, in addition to shipping information. Experience.FedEx.com allows users to visualize how world trends affect our lives and inform our business decisions. Powered by the Economist Intelligence Unit, the business research arm of The Economist Group, the trends are based on data in eight categories crucial to making business decisions in today's global economy.

Users are able to explore and engage with the data and germane articles, share information relevant to their own challenges and participate in online polls with their peers. An interactive map and augmented reality visualization allow users to literally see how data and world trends affect their lives and inform business decisions.

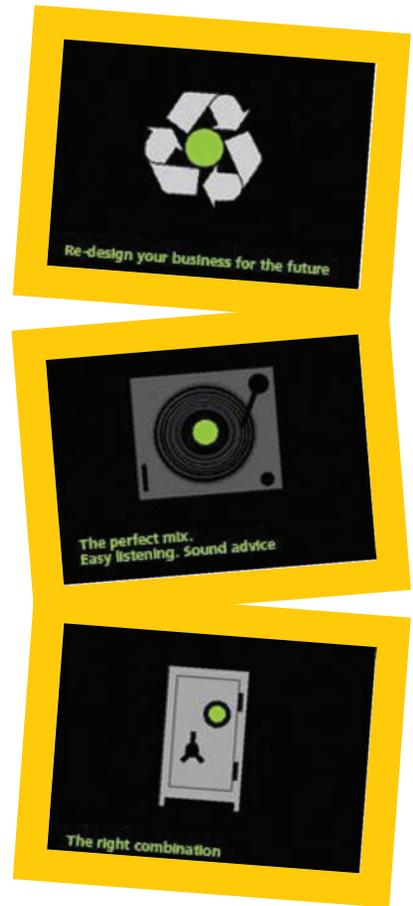


GOLD

Deloitte Touche Tohmatsu "Green Dot Challenge"

The strength of the Deloitte brand is inextricably linked to its people-170,000 member firm practitioners from around the world working as one to achieve a shared vision under one monolithic brand. But as a business-to-business organization, how can Deloitte fulfill the mandate of its 5-year strategy to behave "As One" through programs that bring the global community to life across borders? The Green Dot Challenge digital media strategy was an innovative opportunity to create awareness of the Deloitte global advertising campaign, align the values of the brand with what's important to employees, and extend the brand experience to our largest and most effective media channel--our people, first hand.

The **Green Dot Challenge** became an online competition that utilized a cutting-edge web tool to engage and educate Deloitte practitioners around the world about the brand: how the Green Dot advertising style could be used to express Deloitte's unique perspective to clients and talent, and what it takes to Step ahead. More than 100 countries participated in the program across 52 member firms, which amount to a total of 23,456 individuals that downloaded the Green Dot campaign video to learn more about the importance and application of the ad campaign. Nearly 15,000 total ad concepts have been committed.



GOLD

Chevy Volt/ "Kinect Joy Ride" – Starcom, Chicago

The new, electric **Chevy Volt** was making its entry into the vehicle marketplace. The initial Volt production run had only a limited amount of vehicles available and only in a handful of U.S. markets, which created a challenge in allowing consumers to see, touch and feel the vehicle. Enter Microsoft and their new gaming console, Kinect. Volt created a human experience within the Kinect game that allowed consumers to actively download, explore and engage with the Volt in an entirely virtual world.

Without a physical vehicle to put in front of them, this tech savvy group needed a little more than a static piece of communication. A life-like Volt was available to download to race in the Kinect launch Joy Ride game and became a virtual test drive environment within the game. Without a physical controller in hand, the body becomes the controller and the user ended up driving the car in their living room – blurring the line between fantasy and reality. One in three people that own the Joyride game wanted to experience the Volt in the first month.



GOLD

Pfizer Nutrition/Wyeth Gold Infant Formula – OMD Hong Kong

Despite 99% brand awareness, **Wyeth Gold** had been stuck in the second place in Hong Kong's highly cluttered Infant Milk Formula (IMF) market due to a misconception held by Mums that Wyeth Gold causes 'digestives problems' hence constipation for infants. It is a myth that has never been proven.

The "Truth & Dare" Challenge was initiated to instigate non-user Mums to 'dare' try Wyeth Gold product and share the actual product 'truth' with other mums. To start the conversation, the brand employed a popular Hong Kong celebrity mother, Sandra Ng, to share her switching experience to Wyeth Gold. Her main message was direct - 'trust a true case, not the rumors'.

The campaign was directed towards creating strong brand advocates by driving mums online to share experiences and start conversations with other mums in a systematic and meaningful manner. The personal sharing was critical to influencing behavior, while driving product trials.

The Myth is now broken. Wyeth Gold experienced some of its strongest levels of sales growth immediately following the campaign.



GOLD

Xerox "Ready for Real Business" – Y&R, VML & MEC

Xerox has a well-established heritage as a copier company, but with the acquisition of ACS (a business process outsourcing firm) in early 2010, Xerox aimed to: drive awareness of its new offering and shift its perception as a copier company into a transformed, innovative corporation capable of delivering value-based business solutions.

With an already impressive list of existing clients, Xerox wanted to utilize successful customer stories to highlight the new services in an unexpected way. The vision was: "Where would these brands be without Xerox?" Innovative rich media banners that included auto expand, push down and tandem units showcased such Xerox clients as Ducati (pictured), Marriott and P&G.

Knowing that many C-suites and D-levels are dealing with the pressures of an ever-changing business world, there was a need to create a communications strategy built around the reliability and support that every company needs to better manage the changing world around them. Ready for Real Business was created as the unifying communications platform.

The campaign was built around an inspiring, editorially-led, sponsored content program, which was easily able to extend through numerous paid, owned and earned channels, as well as executions which ranged from contextually-related placements (such as business news aggregators) to seeded vignettes online.

Campaign results soared—not only in awareness, but in actual leads.



SILVER

Accenture – Outlook Journal Social Media

Outlook Journal, which appears in print three times a year to a controlled subscriber base, delivers the most cutting-edge insights of **Accenture**, a global management consulting, technology services and outsourcing company. Appearing in print on high-gloss, perfect-bound format, *Outlook Journal* articles convey Accenture's unique insights into how some organizations consistently are able to outperform their competitors; and how Accenture leverages these insights in our work with clients.



The online program enabled Accenture to not only to broaden the exposure of our Outlook Journal content, but also to support our new and growing corporate Twitter presence with a steady supply of compelling material. At the same time, we created an Outlook Journal presence on Facebook and promoted our thought leadership through this channel as well. The page, at <http://facebook.com/accentureoutlook>, provides visitors with a long list of Outlook Journal insights. These tactics have required a change in our team's thinking so that we no longer equate the Internet as merely accenture.com but rather as all the potential channels we might leverage.

SILVER

"50th Anniversary of the Pill" – Initiative US

The birth control category is extremely cluttered and few women know that Bayer makes their birth control.

Bayer's challenge was to transfer its heritage of safety and innovation to its birth control products. The result was The 50th Anniversary of the Birth Control Pill. This strategy included establishing an emotional connection between Bayer and women, reminding them about accomplishments women have made for the last 50 years and inspiring them for 50 more.



What makes this campaign unique are the synergies that were created among the social altruism component, interactive digital timeline and offline extensions that illustrate how brands can find ways to educate their consumers and engage them with compelling content while underscoring their commitment to their audience.

SILVER

Buick "Re:Discover"- Starcom Chicago

Buick was a brand in need of being rediscovered in the USA. The idea was simply to create appreciation for modern Buick among people who loved rediscovery in their lives – and to create a content destination based on rediscovery.

"Re:discover" was created as an exclusive online content destination welcoming people to rediscover the most compelling people, things and cities across the U.S. with Buick as an essential part of the experience.



Original content includes a "video road trip" of authentic narratives from city insiders examining each of 12 cities' past, present and future. Buick is now a larger part of the social conversation and well on its way to rediscovery.

SILVER

Comcast, Xfinity – Arc Worldwide

When shoppers walk into a big box store, they're not thinking about TV or Internet service, but rather about the laptop or HDTV they're going to buy. However, their new hardware is only as fast and high-def as their web and TV connection. Comcast, a cable internet provider, needed to bring this fact to life at retail. The challenge was that competition for shoppers' attention is ferocious.

So Comcast showed how real-time data in digital signage could underscore their XFINITY internet product's benefits. When thunderstorms broke out in Philadelphia, shoppers learned that XFINITY works rain or shine. When the Cowboys scored, shoppers in Texas learned that they'd catch every touchdown with XFINITY. And when the Kennedy Expressway was jammed, our signs let Chicago shoppers know they can set their XFINITY DVR via smartphone. This next-generation digital signage embodied both the technology behind XFINITY – and the future of shopper marketing.



SILVER

HBO/ Game of Thrones – PHD US

Despite a cult following of the *Song of Fire and Ice* book series upon which the HBO's Game of Thrones TV series is based, HBO had to reach out across the fantasy genre aisle and attract a wider, more mainstream television audience of Adults 18+.

The digital strategy was to "Enter A Kingdom Being Torn At The Seams" by bringing to life gripping executions that truly piqued the public's curiosity.

One was "The Ice Wall": A 3 minute 3-D digital projection in Los Angeles where foot and automobile traffic were enveloped in the ominous theme that "Winter is Coming"

Game of Thrones averaged 8.3MM weekly viewers which is nearly 400% greater than total number of *Song of Fire and Ice* book sales and immediately picked up for a second season.



SILVER

Lufthansa "Jetsetter" – Profero, China

As China's consumers become more worldly, interest in traveling abroad has soared. However, the overall expense and difficulties with obtaining a visa, puts foreign travel out of reach for most.

Lufthansa's "Jetsetter" solution takes 'travel' out of the equation by creating a socially driven program that taps into the desire, while enabling people across China to get a taste of the Europe life without leaving home.



As the first and only comprehensive social media program by an European airline in China, the Jetsetter program has taken Lufthansa's communications initiatives in China to a new level by embracing local social network, microblogging and video-sharing platforms to create a personal voice that not only sets Lufthansa apart from its competitors, but also offers the Chinese virtual experiences that satisfy their inner desire and curiosity.

SILVER

Volkswagen "Introducing the New Jetta" – Subsero, Denmark

Volkswagen needed to create excitement about the new Jetta model without cannibalizing sales of other Volkswagen models. The innovation behind the teaser campaign was to launch a new car without giving away the name of the car. Potential customers were teased with "guess which car" banners to become a test driver, and with "guess which car" microsites that linked to Facebook "share with friend" co-drivers. Test and launch phases followed, and roughly 2% of the entire Danish population guessed the car. Jetta sales attained the boost they were seeking.



SILVER

McDonald's "Farmville" – OMD US

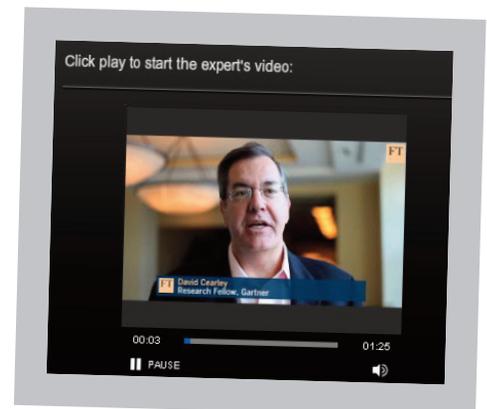
McDonald's wanted to extend the popularity of its annual Monopoly money promotion through social gaming, so it joined forces with Zynga, creators of the wildly popular online game, Farmville. The idea was to incorporate McDonald's into actual game play, not as just an advertiser. For one day, in a first of its kind campaign, McDonald's was the first brand to be integrated in Farmville as a branded farm, complete with crops, setting up a sesame seed bun factory, and with billboards announcing the Monopoly promotion. After just one day of integration in Farmville, 1 out of 4 players went to eat at McDonald's, driving over 5% of increased sales for the month.



SILVER

Oracle- Building a Better Business – Starcom London

IT managers are required to justify technology purchases within their organizations—generally with the approval of company leaders. Many C-Suite members, though, still see IT as a cost center, not as a business benefit. Oracle needed to forge a relationship between both the business and IT audiences. The result was a "media first" collaboration between the Financial Times and Tech Target. Both worked as one for the first time ever to create a content rich microsite, Oracle "Building a Better Business", which was managed and promoted by the FT and Tech Target across their portfolios of sites.



This campaign led to a larger global roll-out for Oracle with critical lead nurturing activity.

Pepsi — OMD UK

Recognizing that younger audiences don't relate to traditional corporate sponsorship, Pepsi aimed to act like a "passionate supporter" during the World Cup. Although young people still watch the majority of matches on television, digital media— from mobile apps to Facebook pages — have become the main information and entertainment source for this audience.

Pepsi Football was more than a campaign; it was "fun for fans" with digital content available at all fan touchpoints, while a partnership with Nokia also ensured that Pepsi content was always available for free downloads. Pepsi delivered for fans and fans, in turn, delivered for Pepsi.

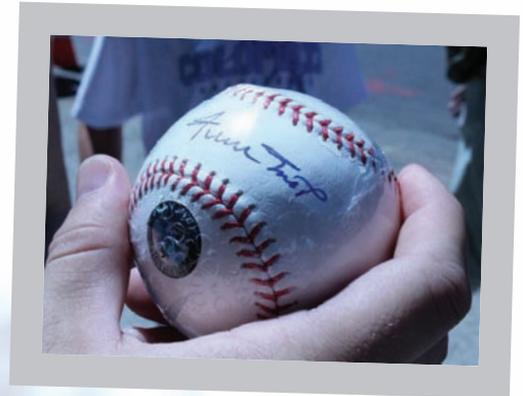


Showtime/The Franchise Fan Cave Catch — OMD US

Showtime launched a new baseball show called **The Franchise: A Season with the San Francisco Giants** during the slow summer TV season. The goal was to drive tune-in and build social awareness..

Research shows the power of connection: people hear about and chose new shows after listening to a friend. Showtime partnered with Major League Baseball's Fan Cave to create an exclusive check-in process with Foursquare to dispense an official MLB baseball (some autographed by Giants legend Willie Mays) from a digital out-of-home unit. When fans arrived at the Fan Cave, their phones' geo location device signaled the unit to dispense a baseball.

Fans checked in, and also tuned in to The Franchise.



Siemens/Ecovatives, RK Swamy, India

In an age where the environment and conservation is a universal concern, corporations must speak of their eco-friendly practices/initiatives as an essential dimension to their corporate image. **Siemens** for many years has been in the business of developing green solutions for the Healthcare, Energy and Industry sectors, and wanted to showcase their expertise in this domain.

In the environment conservation space, Siemens does not only *follow* environment-friendly practices: as a provider of technology it actually *enables* them.

Thus was born Ecovatives Awards™ 2010. Ecovatives Awards™ is a program to recognize and honor the most original and innovative ecologically friendly initiatives undertaken by companies *in the regular pursuit of their business*, without losing sight of their core area of operations.



SILVER

“Try Everything Challenge” — OMD US

SoBe, maker of teas, juice blends and waters has adopted a “Try Everything” mantra. SoBe’s “Try Everything” Challenge pioneered a new way for brands to partner with celebrities to create exciting and participatory content by focusing a program around a celebrity’s presence within an emerging platform—mobile gaming, in this instance.

Mike Tyson’s “Punch Out” from 1987 is still one of Nintendo’s top titles and this year, the boxer announced a mobile sequel for the iPhone after his Hangover films—just as mobile gaming is skyrocketing among Millennials. Plus, a reward of meeting Mike Tyson also created great SoBe buzz through Twitter and Facebook.



SILVER

Sony Pictures/ Burlesque — OMD UK

“Burlesque,” released by Sony Pictures, is a musical drama, starring Christina Aguilera and Cher—about a small-town girl who ventures to Los Angeles to find her place in a club run by a former dancer. The primary target audience for this movie was female tweens, teens and young adult moviegoers. However, these Bieber-loving fanatics thought Christina Aguilera was a has-been and had never even heard of Cher.



The solution to re-debut Christina and Cher was found in Stardoll, a virtual fashion and entertainment hub with a strong affinity for tweens and teen, where users can take part in the world’s largest online fashion and dress up games community. The Stardoll platform served as a platform Burlesque trailers, dolls and contests that followed the storyline of the film. The teens were won over.

SILVER

The North Face — OMD UK

The North Face, makers of outdoor clothing and gear, wanted to engage its ‘Explorer’ audience in Facebook and drive peer-to-peer brand endorsement via social media channels.



The solution was a location-based game called Basecamps, which challenged ‘Explorers’ to climb a virtual mountain by checking in to real-world locations using Facebook Places. Players were asked to create their own ‘Basecamp’ using Facebook’s mobile application, then encouraged their friends to also check in. This effectively added thousands of The North Face-branded destinations to Facebook’s real-world map.

A final race required visiting a Basecamps-branded Google Maps mash-up and locating flags hidden at the summits of various real-world mountains. The first three players to do so won £1,000 worth of gear – delivered direct to their door. The North Face surpassed one million “likes” on Facebook.

SILVER

Thomson Reuters "The Knowledge Effect"—Ogilvy & Mather with Global Leader website by The Economist

The world is awash with data – 800 exabytes and rising. **Thomson Reuters** wanted to show how it helps business leaders detect the faint signals hidden in big noisy data sets – and provide tools they need to make better decisions faster. "The Knowledge Effect" was introduced during the World Economic Forum to drive people to a microsite designed to offer deeper understanding of markets, innovation and business leadership. One key element was a partnership with The Economist online forum -- Global Leader's Ideas Area -- designed to surround the conversation at Davos with intelligent content, discussion and debate on the challenges facing Global Leaders today, and the future of leading in a complex world.



SILVER

Turbo Tax "Grammys"— Initiative US

TurboTax is the leader in the tax preparation software category and was the 8th largest US digital advertiser in Q1 of 2010. (Comscore). Their target audience is consumers who are open to using tax software, but want to easily complete their taxes and receive the biggest refund possible. The challenge was in reaching this audience and holding their attention for a prolonged period of time. TurboTax decided to align with an event at the height of tax season, and became the title sponsor of GRAMMY Live, an online-only exclusive 3-day live streaming event... all to unprecedented viewing and interaction results.



SILVER

Turbo Tax — "Treasure Hunt"— NBC Universal

TurboTax didn't stop with Grammys. They also partnered across NBC Universal brands across the portfolio ranging from NBC to Bravo to Sci Fi to Oxygen to Access Hollywood to NBC Sports to build a Mega Celebrity Treasure Hunt Challenge on two screens (large and small) with custom content and digital drivers. For example, while National Treasure was airing on TV, fans were engaging an another Treasure Hunt, sponsored by Turbo Tax during the height of tax preparation season.



SILVER

Volvo/ North America 2010 S60 Tour — Havas Media

Volvo traditionally targets older consumers who value safety. But with the re-launch of the new Volvo S60 – a sportier, more performance-driven car than previous models - Volvo wanted to start a conversation with a younger audience to raise awareness of the redesigned vehicle.

Big East University teams (including the likes of Syracuse, Villanova, Georgetown, etc.) have made 16 Final Four appearances, won six NCAA Championships and have notoriously loyal fans. By focusing the Volvo conversation in social media and activating a core group of digital influencers from each of the Big East schools, Volvo aimed to tap into the sport passion and strong alumni ties of 16 “Super Fans” who were highly active online to participate in a groundbreaking social media-focused competition to find the “Biggest Fan of the Big East” while at the same time generating conversations about Volvo at MyBigEastVolvo.com.



BRONZE

P&G/Head & Shoulders “Appamalu”— SMG Chicago

No guy’s guy wants to hear about Head & Shoulders. He might know he has dandruff, but it’s difficult to get him to pay attention to shampoo.

Enter Troy Polamalu of the Pittsburgh Steelers, known for his abundant mane of hair. SMG designed and built H&S’s first custom-created branded app. Directly from their smartphones, guys experienced the light-hearted approach to shampoo that Head & Shoulders and Troy Polamalu stand for... and were rewarded with fun prizes like NFL merchandise and gift cards.



During football season, P&G’s **Head & Shoulders** business saw strong gains.

BRONZE

Arby’s “Feed Your Mood”— Initiative US

Arby’s is a challenger brand in the quick service restaurant category. The company was seeking ways to take online brand messaging and use it to drive customers in-store. Arby’s originated a social media application called “Feed Your Mood” that incorporated Arby’s value menu items into authentic Facebook and Twitter conversations. They also partnered with the new Checkpoints mobile location-based platform that rewards users with points for taking branded actions. The project resulted in unprecedented increases in walk-in traffic to those stores promoted as a Checkpoints Place.



BRONZE

Unilever/Rexona "Rexona Police" – PHD Hong Kong

The deodorant category has a penetration of only 30% in HK. This is because deodorants are mainly used in the summer and after sports activities. The challenge was to grow the category and make Rexona's deodorants an 'everyday habit' amongst deodorant dodgers. The solution was "Rexona Police" – the Anti-Smell Agents of the "No Smell Association", a social media pressure group designed to K.O.B.O (Knock off Body Odour). Volume sales were up by 8.4% year on year and the category grew by 7%, driven mainly by Rexona.



BRONZE

Maruti Suzuki/iFilm Maker– ibibo Web, India

Maruti Suzuki India is a subsidiary of Suzuki Motor Corporation, Japan, and has been a leader in the Indian car market for several decades. One of their current marketing goals is to reach the young target audience and became a strategic partner in the new digital initiatives.

To do so, Maruti Suzuki partnered with ibibo, a pioneer in talent games and initiatives to Indian internet users who changed the way people looked at gaming. Their iFilmMaker platform provided a solution for the car maker by associating them with a new generation of actors and directors showcasing their work for a chance to get noticed in the entertainment industry.



BRONZE

Dettol/"High Performers" – Equity Advertising, Dubai

Reckitt Benckiser planned to launch the 'Dettol High Performance' range for men in Middle-East and North Africa. This represented Dettol's first foray into the male personal care category.

Given that FMCG brands rarely use online media in this region despite the fact that the Middle East has one of the highest online penetrations in the world, Dettol planned a 3-pronged strategy: (1) A microsite - A destination in itself (2) Facebook Page with an Application to appeal to the mass numbers of TG within the social media space. (3) An interactive digital interface within brand activation stalls at high traffic retail malls.



Facebook Fans rose from zero to 2916 in just 26 days.

BRONZE

Visa Europe – “Changing Habitual Behavior” – MEC UK

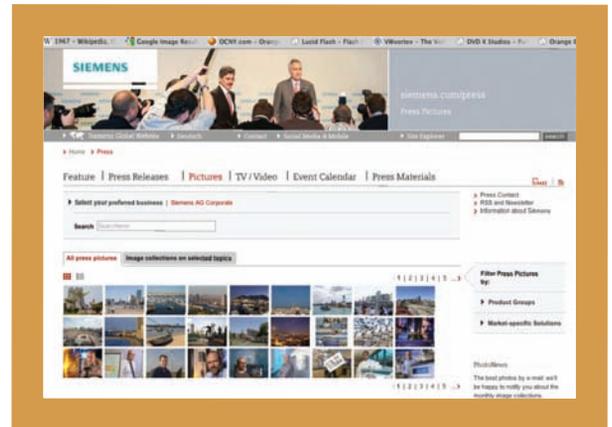
Visa had a tough business objective in the booming European e-commerce market—to increase transaction share in the UK and Germany, while recognizing that using a payment system is often a habitual decision, not a conscious one. Once a registered debit/credit card is a preferred payment method, it rarely changes. Visa, though, partnered with Amazon and incentivized customers to win prizes by registering every retail purchase they made with Visa in order to win. The “Manage our Payment” method not only achieved high click-through rates, but enabled Visa transaction shares to rise.



BRONZE

Siemens- Radiology – PHD Germany

Siemens Healthcare has a strong reputation for high quality products and services throughout the globe. Technology and devices change rapidly, and a key target group like Radiologists needs lots of technical advice and updates. However, these professionals can't always spare the time to stay informed. Siemens' solution was a virtual event for radiologists, modeled on a trade fair booth. Over 500 specialists committed to a total of an extraordinary 6 hours to hear updates and learn the latest trends, representing a fraction of the time and cost to attend an actual trade show.



Our Language Impediment



Tim Love

Tim Love is Chief Executive Officer of Omnicom's Asia Pacific India Middle East Africa (APIMA) region. Tim is responsible for helping Omnicom and its clients be more collaborative and effective at global brand-building. Over the course of his 39-year career, Tim has held senior client relationship positions in the U.S. and abroad. In addition to his role as Chief Executive Officer of Omnicom's APIMA operations, he is a Vice-Chairman of Omnicom Group. Before joining Omnicom he was President, Global Clients, at TBWA Worldwide, where he was responsible for the agency's largest global client, Nissan Motor Company, and was based in Tokyo.

Before joining TBWA in May 2004 Tim was Vice-Chairman—International at Saatchi & Saatchi, serving as relationship manager for the Publicis Groupe's global portfolio of Procter & Gamble business (124 brands) across four agency networks. During that time, he also supervised the UBS Wealth Management account and served on the worldwide board of directors for Saatchi & Saatchi.

In 1992 while with D'Arcy Worldwide Tim moved to Brussels, Belgium, and assumed overall leadership of that agency's P&G business worldwide. He was instrumental in helping P&G globally extend their spectrum of brands. During this time, he led important expansions into Central and Eastern Europe, Africa, the Middle East, Asia and Latin America, also helping P&G launch Crest in China and introducing the Always feminine hygiene brand globally, including in culturally challenging markets like Saudi Arabia, Egypt, Kenya, Russia, India and China. He oversaw the agency's Pampers business, winning an award from the United Nations Environmental Program for responsible marketing in 1992.

Prior to joining D'Arcy Tim headed his own agency, Tim Love Advertising. The agency created successful national advertising for Lenscrafters, British Knights, Zena Jeans and the National Committee for Adoption. His creative work on behalf of the National Committee for Adoption won recognitions from the EFFIE, TELLY and the International Broadcast Awards.

His first assignment in advertising was for the Ad Council's public service campaign for the Peace Corps. Mr. Love remarked of his early beginnings: "Working with the Ad Council on the Peace Corps campaign imprinted on me that advertising is a noble career which can help improve lives."

New communications technologies are creating a smaller world; more transparent, interconnected and more interdependent. The changeover from analog to digital information presents the advertising and marketing communications industry with great challenges, but also a tailor-made opportunity for better human understanding.

By better appreciating our oldest technology in the context of the analog-to-digital transformation, we have the opportunity to better understand and serve each other.

Digital is neither a channel or a medium. It is simply the air we breathe in communicating. In the post-digital landscape marketers are facing, I suggest we focus on an even more powerful and persuasive technology than digital. This technology touches more lives and has more impact on our socio-economic future than any other. What is this powerful force? It's our oldest communication technology—Language.

Cambridge Research illustrates:

Only smart people can read this.

I don't believe that I could accurately understand what I was reading. The phonetic power of the human mind, according to a research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letter be in the right place. Amazing huh?

With 7 billion people on the planet, and 5 billion now connected by mobile phone (50% of whom can connect to the web without a land line, desktop or laptop), the first media is now people. There has never been a better time to be in the advertising and marketing communications business, because it exists in the idea exchange between people.

More than ever, effective marketing is as much about listening well, as talking. Strategic message creation alone is insufficient. We must be attentive to the ever constant stream of messages created by individuals.

Bill Bernbach said: "All of us who professionally use the mass media are the shapers of society. We can vulgarize that society. We can brutalize it. Or we can help lift it onto a higher level."

As people engage with advances in communications technology the advertising and marketing communications profession has greater value, but also increased accountability.

I can think of no better place than the APIMA region (Asia Pacific India, Middle East and Africa), to examine language. This vast region, which covers the first 12 hours of the day, has

more than 1,000 discrete languages and upwards of 2,000 dialects. This region provides a perfect platform to examine communication in a diverse and rapidly changing, interconnected marketplace. For example, China has 17 language groups and 400 dialects, all reportedly unintelligible from each other. India has over 30 languages and more than 200 dialects.

Advances in neuroscience are enabling us to look how the brain processes information, emotions, ideas and concepts. It is proving how no two people's brains work the same. Each of us has is a unique processing capability based on many factors of experience and learning. One of the most dominating factors in how one processes ideas is the language you first learned between birth and five years old.

The first language a person learns hard-wires their mind. This makes it critically important to know what language a person first learns and which language they process information in, to truly understand each other. It is like taking a British electrical plug with its distinctive three-pronged

"The first language a person learns hard-wires their mind."

design and trying to plug it into a French or German wall socket. It doesn't work. You need an adaptor.

The marketing and advertising communications professional today has to be an adaptor for understanding a more diverse range of people and cultures.

We have underestimated the impact language has in creating misunderstanding among different people and cultures. How can that be? We all know language differences are an impediment to understanding between people.

We have allowed our ability to learn alternative languages, to rely on translators and rely on digital type (often in English) to mitigate the gap in understanding that comes from basic differences in the language people think in. We have allowed ourselves to focus more on the electronic technology of communication, rather than the human technology of how people think. Our insights about people are limited by our own assumptions about how thought-processes work. We are biased by the language we think in.

A recent study of the impact of language by *the New York Times* suggests that language has a marked impact on our beliefs, values and ideologies. The conclusion was that “we can do far

“People are quick to talk about similarities but we are slow to grasp differences.”

better than pretending we all think the same. What language did you first learn?

What language do you think in?

Stanford University professor Gary Zaltman concludes that over 95% of human thought processing takes place below our threshold of consciousness. So, the question about what language a person thinks in, is hugely important in building favorable commercial or social relationships.

If we embrace the concept that language is a technology, we have a chance to understand each other better than at any time in history. If we understand each other better, there will be less misunderstanding, less fear, perhaps even a more peaceful and secure world. With 5-billion people connected globally, we have never had a better time to understand diverse peoples and to discover insights that exist underneath the technology of language difference.

Neuroscience is teaching us some very interesting things about how we think. Like action words activate motor and pre-motor areas differently. There is a difference in how color versus form words register in our brains. And, processing idiomatic versus literate descriptions translates differently. Sentences containing arm words or leg words perceive differently. Like “Grasp the idea?” or “Kick the habit.”

In what direction are you most likely to read?

If our brains are hard-wired by the language we first learn as small children; and if our first imprinting is to read left to right, like English, we have a potential disconnect with people who are oriented toward reading down, right-to-left, like those who read Mandarin. We English speakers have a disconnect if we are looking for the verb in the middle of the sentence structure when our relationship person has been programmed to see the verb at the beginning of the sentence like readers of many Latin languages—or, at the end of a sentence, as is the case with Japanese. In English the pen we write with is an “it.” But, in other languages one has to first decide if “it” is a male or female, before cognition is achieved.

My friend David Tang, who leads DDB Singapore reminds me that “People are quick to talk about similarities but we are slow to grasp differences.” This is a key principle at play between young netizen consumers and older marketers, Western brands in Asia, and also Asian brands getting into the West. Also for worldwide brands trying to ‘do’ local markets. It’s a big shift towards the importance of local insights, languages even as the world becomes more connected.

Language is a technology, our first and most personal technology. Once technology is mastered, it becomes invisible to us. Remember setting up your first BBerry, iPhone or VCR? At first the technology was very visible, difficult even. But, as you became more familiar in using it, it became invisible.

Three Tips for Improved Cultural Agility

- 1) Treat language difference with more reverence. Don't be afraid to ask individuals you are attempting to communicate with a) what language did they grow up speaking at home and b) what language do they think in and/or which they count numbers in. We are finding even as a person learns different languages, they still count in the language they first learned.

Another tip for language versatility: Always ask questions and invite dialogue, and build (two-way conversations, instead of a one-way missive). This changes the way agencies do our work. Instead of launching one big campaign at one go, this becomes a series of sequential, ever-interacting modules

- 2) When using an interpreter, slow way down and use crisp sound bytes followed by quiet for the translator to better/more accurately do their job—eg. to translate ideas. Avoid colloquialisms, they don't translate well. Remember, when faced with uncertainty people generally think defensively.
- 3) Learn how to say hello, please, thank you in the language of your communications partner. It will sharpen your mind (people who speak more than one language tend to have reduced onset of Alzheimer's and dementia). It will remind you of the gap in understanding which you need to respect in order to win friends and influence people.

In the stream of communications technology which is ever flowing, all information flows into and out from individuals, with an undertow of misinformation that has never been stronger. And, we all come to the stream with our own language impediment.

PEOPLE AND PLACES



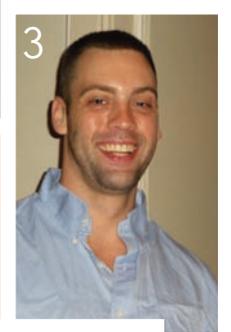
1



2



10



3



4



9



5



7



6



8

BRAZIL MEDIA BREAKFAST SPONSORED BY VEJA

VEJA is the largest magazine in Brazil and the third largest weekly news magazine in the world. It's also part of Abril Mídia, one of the largest communications groups in Latin America. VEJA hosted a breakfast at New York's Ritz Carlton during United Nations Week to offer US marketers and agencies a sense of Brazil's opportunities and aspirations as it is seen "center stage" through world class sporting events and through a new, fast-growing, consumer-driven middle class.

All photo identifications from left:

- 1 Salles Netto, Grupo M&M; Amelie Ferro, Publicitas-Charney/Palacios
- 2 Shirley Wai, WorldMedia; Maria Laura Nicotero, Grupo M&M and Conover Brown, WorldMedia
- 3 Dan Manioci, Huson International Media
- 4 Jamie Habanek, David Spector and Jerry Wu—all Bloomingdale's
- 5 Vince Frezzo, Coty Prestige
- 6 Harry Tropp, Posner Advertising; Natalya Meytin, WorldMedia
- 7 Sarah Cooper, Coty Prestige
- 8 Ricardo Mariani, Editora Abril; Camila Quintella and Claudio Ferreira—both VEJA
- 9 Kim Shores, Sharp Communications; Melissa Worrell, WorldMedia; Marcelo de Salles Gomes, Grupo M&M
- 10 Dustin Guzowski, Huson International Media

WorldMedia

One of the largest US-based international advertising rep firms —

(212) 244-5610

www.worldmediaonline.com

LE FIGARO · fr

CORRIERE DELLA SERA it

L'EXPRESS .fr



INSIDE THE CHINA MARKETING MINDSET

China is on the mind of every marketing executive today, and The Internationalist provided a number of marketing insights through a Think Tank in New York sponsored by Publicitas, Chief Executive China and WorldMedia. Topics discussed included:

- Chinese Perceptions of Western Brands by Janet Carmosky, CEO of The China Business Network, author of The China Competency Code
- The Importance of China's Affluent Market by Michael A. Zakkour, Principal at Technomic Asia, a management consulting firm based in Shanghai
- China's 50 Most Engaging Brands by Beijing-based Greg Paull, Founder & Principal of R3, a global consultancy focused on improving marketing efficiency and effectiveness.

All photo identifications from left:

- 1 The three speakers: Michael Zakkour, Technomic Asia; Janet Carmosky, The China Business Network and Greg Paull, R3.
- 2 Shirley Wai and Natalya Meytin—both WorldMedia with Paul Biederman, NYU
- 3 Julian Boulding, thenetworkone
- 4 Kristie Pizzelanti and Lindsay Knaak—both Kate Spade; Melissa Worrell, World Media and Vince Frezzo, Coty
- 5 Ian Keldoulis, Dreisbach Design and Phil Sievers, Seiter Miller
- 6 Jacob Mense and Kristen Campbell—both Michael Kors
- 7 Anne Marechal and Virginia Haemmerli—both OMD and Andrew Silver, Edelman
- 8 Winter Wright, Fleishman-Hillard
- 9 Donna Keren and Mikiko Matsude—both NYC & Co.
- 10 Kim Shores, Sharp Communications and Paul Greenberg, NYC & Co.
- 11 Esther Uhalte-Cisneros, Mindshare and Allison Coley, MEC
- 12 Tim Mickelborough, Thomson Reuters and Carolina Jimenez-Garcia, OMD
- 13 Howard Moore, Publicitas North America



We make it simple to advertise in global markets — on premium online sites



manager-magazin.de

Business Standard

SPIEGEL ONLINE



IAA LUNCHEON PRESENTS IBM'S CMO FINDINGS

Called "From Stretched to Strengthened," the first Chief Marketing Officer Study from IBM's Institute for Business Values, which provides C-Suite research, debuted this fall. At a recent IAA New York luncheon, John Kennedy, Vice President of Corporate Marketing for IBM, presented some of the key findings from the 1,700 face-to-face conversations with CMOs in 64 countries, representing 19 industries.

Kennedy is responsible for IBM's brand development and marketing program execution on a global basis. This includes worldwide responsibility for leading IBM's "Smarter Planet" agenda. He has named to this position in 2009 after serving as Vice President Marketing for IBM Americas, where he lead Marketing & Strategy for the company's largest sales territory.

All photo identifications from left:

- | | |
|--|--|
| 1 John Williams, BBC World News and George Perlov, Georg Perlov Consulting | 6 Bob Amberg, National Geographic |
| 2 Suzanne Hopkins, The Economist with Franny Karkosak and Karin Williamson—both Ogilvy | 7 Patrick Williams, Worth; John Kennedy, IBM and David Kaye, The Economist |
| 3 Catherine Merchant-Jones, UM | 8 Mary McEvoy, Thomson Reuters and John McCormick, National Geographic |
| 4 Christopher Dean, BBC; Lynne Kraselsky and John Gassner—both ESPN | 9 Rik Gates, CNBC and Larry Levy, LJL Associates |
| 5 Hugh Wiley, Bloomberg Businessweek | |



OKTOBERFEST AT NY'S INSTITUTE OF CULINARY EDUCATION

Germany is the largest economy in the European Union, and the 4th in the world in terms of GDP and the 5th in terms of purchasing power. To learn more about so critical a market, particularly during the Oktoberfest season, The Internationalist hosted a dinner at New York's Institute of Culinary Education to Celebrate "Cuisine, Culture & Colleagues." Those sponsoring the event included: Hubert Burda Media, The Frankfurter Allgemeine Zeitung, Iconic International Communications, Inc., and Publicitas North America.

Celebrity Chef Erica Wides, host and creator of Let's Get Real: The Cooking Show About Finding, Preparing and Eating Food and contestant on Chopped, the cooking competition show on the Food Network, demonstrated and prepared her interpretation of a 3-course autumn Bavarian meal as the guests sampled German wines and beers.

All photo identifications from left:

- | | |
|---|---|
| <p>1 Laura Parsons and Katherine Vucelic—both Calvin Klein with Melissa Sassi, BlackRock</p> <p>2 Chef Erica Wides</p> <p>3 Tom Hadlock, Seiter & Miller and David Garcia, TVD International</p> <p>4 Julia Meinhold and Susann Remke—both Burda</p> <p>5 Patrycja Macionczyk and Sylwia Wilson—both mwh advertising</p> <p>6 Nick Dejanosi, Thomson Reuters and Kristina Garcia, German State of Hessen</p> <p>7 Peg Gordon, Ace Insurance and Melissa Worrell, WorldMedia</p> | <p>8 John Derbick, Met Life and Tim Mickelborough, Thomson Reuters</p> <p>9 Nazerine Yasin, Thomson Reuters; Usha Bhate; Barbara Bank and Carli Baum—both Agency Sacks</p> <p>10 Virginie Haemmerli, Merichelle Villapando, Anne Marechal and Claire Boudon—all OMD</p> <p>11 Guy Holroyd, Iconic International Communications and Laura Holroyd</p> <p>12 Caroline Sylvester and Josephine Yi—both Tiffany's</p> |
|---|---|

Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai
conoverbrown@worldmediaonline.com melissaworrell@worldmediaonline.com

Knack.be

afr.com | FINANCIAL REVIEW

smh.com.au
The Sydney Morning Herald

altonivel

global sources

世界经理人网站

Shopper Marketing?

As concepts of shopper marketing are among the industry's hottest discussions, let's not forget that shopping bag marketing can make quite an impact. These clever examples were found throughout Europe... and inspire curiosity and good humor while also contributing to brand awareness, customer loyalty and even a bit of eye-catching ambient advertising!



internationalist
awards for
innovation
in media

MEDIA **visionaries**

TO ENTER GO TO:

http://www.internationalist-awards.com/media_2012/enter.html



The world's most powerful business executives... **All in one place.**

The FT is the only international business publication to show audience growth on every major readership survey. Furthermore, the FT is the newspaper audience growth winner in BE:USA, having grown our audience by 18%.¹

FT is regarded the most credible publication among the world's major international investors.²

The combination of FT and FT.com reaches nearly 50% of the world's most senior corporate and financial decision makers, making us the global reach leader.³

The FT has a growing, global audience of high net worth individuals with a mean net worth of \$2.5 million.⁴

Reach this elusive audience in the Financial Times and on FT.com.

Visit www.ft.com/advertising, email adsales@ft.com or call **(800) 446-3905**.

We live in **FINANCIAL TIMES**[®]