

the internationalist

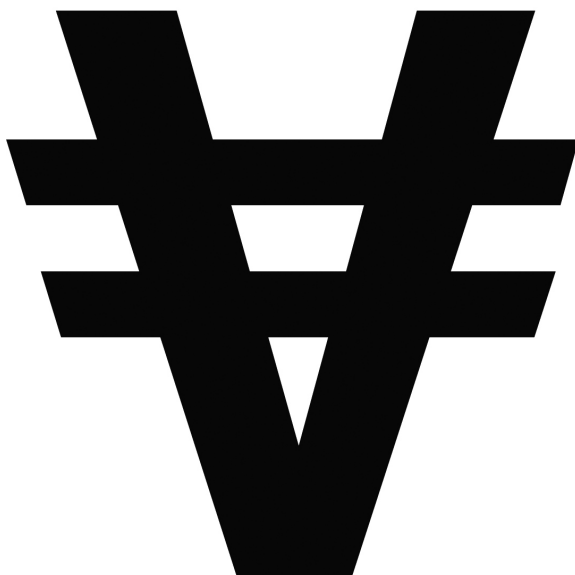
FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

NUMBER

2013
62

Meet The Internationalists of the Year

What is the Future of the Agency?
2013: The Year of the Marketer
Asia Pacific New Business up 99%



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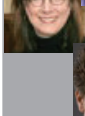
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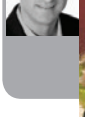
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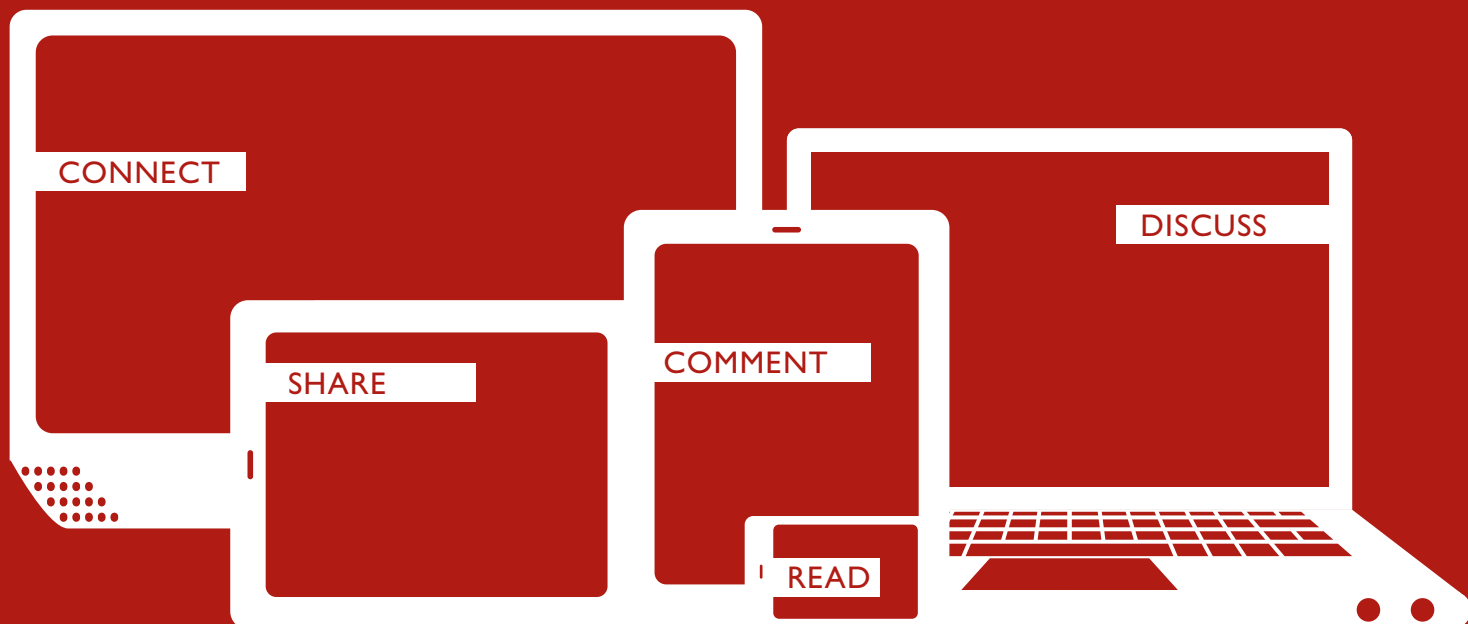
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ABOUT THE INTERNATIONALIST

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



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Crystal Ball: Year of the Marketer. Evolution for the Future of the Agency.

This is one of our most exciting issues of **The Internationalist**. We salute the *Internationalists of the Year*—the brand champions who are instrumental in making marketing initiatives work around the world. Plus we outline how 2013 will be “The Year of the Marketer,” and share visions for “The Future of the Agency.”

Our twenty-one Internationalists illustrate that their insights, risk-taking and hard work are inspiring examples of industry leadership. Outstanding work is achieved today through a dedication to a spirit of innovation. Yet, our Internationalists also tell us that passion is also a key determining factor in creating success.

We are also proud to espouse the CMO Council’s conclusion that 2013 will be “The Year of the Marketer.” The findings of their recent State of Marketing report underscore that CMOs are now hitting their stride, while the outlook for the role of marketer is more positive than ever. Long gone are the days when headlines questioned if the CMO title or position should exist and Gallup research demonstrating that “advertising practitioners” were rated among the least trusted professions should now prove otherwise.

Here is some of the good news:

- The role of the CMO now encompasses more critical customer touch points that directly impact the customer experience.
- Today’s marketer must be a savvy strategist, customer analyst and business leader—not just a branding powerhouse and advertising genius.
- Executives who are up to the challenge are being compensated based on their performance and impact on the business.
- Marketing budgets are also on an upward swing, and while the increases are not as steep post-recession, there is certainly a continuation of improvement.

Not only are the increased responsibilities of 21st century marketers exceedingly multifaceted, but the agency landscape, too, has become more complex. With the growth of micro-networks, the emergence of digital and social media specialists, and the unbundling of so many core agency services, the agency world has become more pressured with greater demands for talent, new resources, tracking tools, collaborative structure—all at lower cost in light of global economic realities.

How do agencies envision their future? What about the consultants who work with them and their clients? A number of themes are emerging:

- Understanding the organization of the advertiser and the business model of brands is critical to an agency’s success and longevity.
 - Defining and executing “Integrated Solutions” is an issue that brings heated debate.
 - In a world where “everything is digital” and the line is blurring between integration and specialization, there are varying point of view on generalists v. specialists.
 - One solution no longer suits all in terms of agency structure and relationships
 - New thoughts on emerging on concepts of “best practice,” “user ecosystems,” and “story amplification.”

Without question, 2013—Year of the Snake—promises to be progressive and exciting.

Deb Malone
Founder

REACHING OVER 82 PERCENT* OF A COUNTRY'S POPULATION IS ONE THING BUT REACHING THE RIGHT PEOPLE IN THE RIGHT PLACE IS OUR THING



*source: ma 2012/II



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Will Technology Kill Us or Make Us Stronger?

McCann “Truth About Wellness” Global Research Study Reveals Multiple Contradictions & Cultural Surprises Around the World



Daryl Lee
Chief Strategy Officer

McCann Truth Central, the global intelligence unit of McCann Erickson released this January a new global research study called “The Truth About Wellness.” The online study was based on a quantitative survey of 7,000 respondents in the U.S., U.K., Brazil, China, Japan, South Africa and Turkey and supplemented qualitatively in the U.S., U.K., Japan, Peru and Brazil.

“There is an exciting technological revolution in the wellness arena today which is empowering consumers, and transforming our health. However, with obesity seen as the number one threat to future health, there are also concerns that technology is encouraging bad behaviors.” said Daryl Lee, McCann’s Global Chief Strategy Officer. “The good news is that 94% of consumers say brands have a role in supporting their wellness needs. There has never been a better time for brands to lead positive change.”



Laura Simpson
Global Director

Laura Simpson, Global Director, McCann Truth Central, who led the study, added, “In many ways the Age of Wellness is upon us and is full of contradictions that brands can help to resolve. From China to Brazil, we uncovered an array of unexpected cultural truths about the nature of modern wellness.” S

1. Young men worry more than women that Facebook is making them fat. Globally, 25% of young men (aged 18-24) vs. 17% of same age women worry that their obsession with technology and social networking is encouraging more sedentary living (and therefore obesity). One in ten people globally think that Facebook is making them fat and in Brazil this rises to two in 10, thereby redefining the term “couch potato” for the iPad generation.
2. Chinese consumers are terrified of aging. Only 7% like the idea of getting older versus 39% in Brazil and 26% globally. Long has it been assumed that aging is revered and welcomed in China yet in a period of rapid change Chinese consumers fear being left behind. This is an important insight for brands moving into the world’s largest marketplace.
3. Depression is #1 diagnosis for “Cyberchondriacs.” Globally, one in four people think that our obsession with health is making us unhealthy. After depression, “cyberchondriacs,” or people who look for health information online, are most likely to diagnose themselves with obesity-related illnesses, allergies and migraine in that order said the study.
4. Brazilians are obsessed with happiness. The happiest countries are thought to be: Brazil, U.S., Australia and Switzerland (and the majority of Brazilians agree! They have a huge level of confidence in their own happiness. 65% see themselves as most happy vs 33% of Americans). Unsurprisingly, the British think the Australians are the happiest.
5. Death by cancer is our greatest fear but 20% of Brazilians think that urban violence will get them first. Globally, the # 1 thing people think will kill them is cancer (27%). The British are most concerned about heart attacks and the Japanese are most concerned about Alzheimer’s Disease. Despite their impressive level of happiness, Brazilians are also very sensitive to the unique risks in their society.
6. 21% think doctors will be obsolete in the future. Globally, four in 10 people already feel more in control of their health as a direct result of technology and a third trust technology more than their instincts. But 66% think that if doctors can focus more on preventing illness rather than curing it they’ll continue to be valuable to consumers in the future.
7. Only 5% of humanity would like to have a clone. But many consumers are already gearing up for a science fiction future where technology will bring a host of health benefits. If they could, 32% of consumers would choose to remain the same age forever, 26% would erase unpleasant memories, 18% would insert a microchip to constantly measure their health and 12% would eliminate their need for sleep.
8. 49% of people regularly do brain exercises. In the past, your heart, liver, and kidneys were the “star” organs whereas now that Alzheimer’s is on the rise, the brain has been added to the “A” list of organs that consumers need to keep healthy. If forced to choose, U.K., Brazil, U.S. and Turkey would preserve their mental health over their physical health.
8. If you’re 34 it’s all downhill (unless you’re Japanese). Globally, people agreed that the optimal age to achieve wellness is 34 (although in Turkey they think it is 23 and in Japan it is 44). Most people think it is twice as easy for women to achieve wellness as opposed to men.
10. The average person thinks they’ll live to 79 (but hopes to live to 87). In China, people “think” they’ll outlive the rest of the world by living to age 84. However, it’s the Americans who “want” to live the longest, to age 92 (79 in Turkey). The quest for longevity is surprising given that, on average, people feel that they start to lose quality of life at around 65 years of age (73 in the U.S).



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Total circulation (copies)

YOMIURI	9,931,332
ASAHI	7,674,406
NIKKEI	2,985,287
WALL STREET JOURNAL	2,024,000
NEW YORK TIMES	928,000

sources: Japan Audit Bureau of Circulation (ABC) average of Jan. - Jun. 2012
 WAN "World Press Trends 2010" Note: Circulation of weekday edition

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After the Frenzy of CES, Marketing & Technology's Inextricable Relationship...

By Deborah Malone, The Internationalist

The first week in January always jolts us back to reality after a year-end break. This year's CES swirl of product launches, news alerts, discussions about the presence and absence of various industry giants, and predictions for how we will work, live and play have taken center stage in media and in conversation. (For one full week, over 5,000 official members of the press reported, recorded, blogged and tweeted from the convention floor of the Consumer Electronics Show.)

A keynote from former President Bill Clinton on gun control, a Wall Street Journal article questioning whether CES matters as some tech companies exit, trade stories about CMOs flocking to Las Vegas for a look at the future are all set against the backdrop of a surreal city, whose infamous Convention & Visitors' Bureau slogan -- "What happens in Vegas, stays in Vegas" -- has stimulated imaginations, entered popular culture, and prompted a myriad of copycat associations—the ultimate mark of success in a viral, social age.

Of course, consumer adoption of technology is driving today's breathless pace of change, and it is also altering the way we interact with all communications, especially commercial messages. "Consumer Electronics" products now deliver extraordinary smart technology and play a larger role in how we view advertising -- whether paid, owned, earned or shared.

Marketers are now challenged to be at the top on their game when embracing digital channels, technologies and

devices to more effectively engage, transact, acquire, retain, monetize and support their markets. With customer experience frequently dependent on personalized interaction, content relevance and timely response, marketers have to be more adept at teaming with IT to innovate and improve web sites, call centers, social media, mobile touch and point-of-sale or service transactions. And that's just the beginning...

This year's CES showcased innovations in 3D, facial recognition, and the fluidity of content from device to device. Semiconductor companies and automakers were present, while HiSense, a Chinese state-owned white goods and electronics company, took over absent Microsoft's premiere exhibit space at the entrance to the show. CES underscored the blurring between hardware manufacturer and software programmer, while showing how marketers can act as media owners in a new content-conscious world. Plus, it became clear that the next smartphone you purchase could actually be more powerful than your current laptop. If mobile phones are the device of preference for young people, and there are over 5 billion mobiles around the globe, could this be the marketing holy grail for Millennials?

Digital leaders like **Wayne Arnold**, CEO of the award-winning Profero whose campaigns for Mini and Smirnoff have changed how we think about social media, believes that marketing, media and technology are the tripartite for brand success when navigating today's new world.



Wayne Arnold, CEO Profero



Irwin Gotlieb,
Global CEO of WPP's GroupM



Laura Desmond, Starcom MediaVest Group CEO



Eamonn Store, President of Global Solutions at MEC



Rob Norman, Chief Digital Officer Group M

According to **Irwin Gotlieb**, Global CEO of WPP's GroupM, the inevitable melding between media and technology has been underway for more than a decade. Gotlieb, who conducted six CES floor tours over an estimated 15 miles of exhibit halls representing 3100 companies, regularly talks about how media and technology have converged, and emphasizes that marketers can't distribute messages unless they understand technology.

Starcom MediaVest Group CEO **Laura Desmond** has stated that "CES is about more than just technology." Her agency views CES as the Consumer Experience Show, and believes that those marketers and brands who understand their role in enhancing human experience will help lead change.

Eamonn Store, President of Global Solutions at MEC, is interested redefining the role of the media agency of the future. He sees relationships "beyond media" as critical to his business practice and is intrigued with strategic partners who own hardware and other assets that bring depth beyond their content offerings.

Rob Norman, Chief Digital Officer—also of Group M, has blogged post-CES that "we are in the midst of a continuing explosion of formats, interfaces, device form factors and within each of those a sea of technical standards offering capabilities and features that are hard enough to enumerate let alone act upon."

Others believe that the success of products from Apple to Nike underscores how design may rival technology when brands need to differentiate themselves in the physical world—that one beyond screens. They will argue that the look and feel of a device matters more than the (often

hidden) technology that powers it.

Certainly, we've all heard the prediction from Gartner analyst **Laura McLellan** that by 2017 CMOs will buy more technology than CIOs in their increasingly accountable world. Not only does this forecast acknowledge that marketing will increasingly become technology-based, but it underscores how mastering Big Data will be a key competitive advantage for brands while suggesting that marketing budgets will grow larger than IT budgets.

Two decades ago, our industry made distinctions between "broadcast television" and "cable" (cable & satellite outside the US). Viewers ultimately saw TV shows on any network as "programming." Perhaps current notions of media delivered via 2nd screen devices powered by the latest underlying technology represent a similar scenario. Today's consumers naturally accept that media, devices and tech are inherently integrated as they interact with the screens of their tablets or smartphones while viewing, participating, sharing and multitasking. In the midst of this usage, should semantics matter?

Yes, semantics do matter. Marketing will always be about strategy and meaningfully communicating brand value. However, technology is a great enabler for marketers as they strive to connect with consumers. Yet, all marketers must understand how to build preference in a world increasingly populated by new devices, native advertising, shared content, and brand advocates (and detractors). CES makes us viscerally experience how the loud, fast-changing, smart and sexy world of "electronics" continues to revolutionize society and reshape the business of marketing. It's the job of today's marketers to innovate as fast as the past of change.

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New Business Revenue Up 99% For 2012 In Asia Pacific, With China, Australia And WPP Leading The Way

- More than 5,000 pitches in APAC last year, an increase of 40%
- Largest wins of the year include BBDO and Visa, Ogilvy and Philips
- Largest retentions include Mindshare and PHD on Unilever, OMD on Johnson & Johnson

HONG KONG – February 2013 - It was the most active new business year in the last decade as measured by R3 and Campaign's New Business Performance League, a monthly tracker of wins and losses across Asia Pacific. "In total, more than \$655m of revenue for both creative and media agencies was reviewed, a 99% increase on 2011 results" said Greg Paull, Principal of R3. "There's no doubt there's both more pressure on agencies to perform, as well as more clients moving to a 'project based' mentality" he added.

R3 and Campaign collaborated in 2012 to track more than 5,000 individual wins from more than thirty multinational agencies covering fourteen markets of Asia Pacific. As expected, China led the way - "China represented 26% of the businesses that were reviewed, in terms of revenue, followed by Australia with 17%, then India (16%)" said Mr Paull. "We're increasingly seeing more clients and agencies hubbed out of China as each year goes by"

2012 ASIA PACIFIC NEW BUSINESS REVENUE – BY MARKET

Market	2012 TOTAL NEW Business Revenue (US\$m)			2011 TOTAL NEW Business Revenue (US\$m)			YOY Change		
	Creative	Media	Total	Creative	Media	Total	Creative	Media	Total
Asia Pacific	400.0	255.6	655.6	204.8	123.7	328.6	95.3%	106.6%	99.5%
Australia	63.6	44.7	108.3	27.6	27.2	54.7	130.9%	64.3%	97.8%
New Zealand	9.6	4.4	14.0	2.0	3.2	5.2	387.2%	37.9%	170.9%
China	104.6	67.8	172.4	34.5	45.4	80.0	202.9%	49.3%	115.6%
Hong Kong	14.4	11.7	26.1	9.8	6.8	16.6	47.6%	71.5%	57.4%
Taiwan	9.1	10.9	20.0	5.7	5.0	10.6	59.8%	120.4%	88.1%
India	72.6	33.9	106.5	49.7	26.8	76.5	46.1%	26.3%	39.2%
Indonesia	9.4	10.7	20.1	7.2	3.6	10.8	31.1%	197.5%	86.4%
Japan	14.4	7.4	21.8	10.9	1.5	12.4	32.4%	380.5%	75.5%
Korea	18.0	9.6	27.6	4.8	2.4	7.2	278.5%	294.7%	284.0%
Malaysia	13.7	10.0	23.8	5.8	5.3	11.1	138.0%	88.4%	114.1%
Philippines	12.2	5.2	17.4	9.8	4.0	13.9	23.9%	28.8%	25.3%
Singapore	27.1	10.7	37.8	15.4	6.5	21.9	76.1%	63.8%	72.4%
Thailand	15.0	10.0	25.0	7.0	7.9	14.9	115.5%	25.8%	67.8%
Vietnam	5.7	3.8	9.5	3.7	0.7	4.5	51.5%	417.6%	112.1%

WPP DOMINATES HOLDING COMPANY RESULTS

WPP led both the Asia Pacific and China Holding Company Leagues for New Business won and lost, with Ogilvy and Mindshare the star performers. In Asia

Pacific, WPP won 33% of all new business (US\$213m), ahead of Omnicom (US\$155m) and a much improved Interpublic Group (\$113m), driven by strong results from McCann Erickson in select markets

	Creative (US\$m)	Media (US\$m)	Total (US\$m)	VS 2011
WPP	141.8	71.3	213.1	118.8%
Omnicom	104.1	51.6	155.7	64.2%
Interpublic	86.4	26.7	113.1	9575.2%
Publicis	58.2	38.0	96.2	9.8%
Aegis	0.0	55.9	55.9	173.1%
Havas	-2.0	8.7	6.8	-68.9%

**ASIA PACIFIC
HOLDING
COMPANY NEW
BIZ LEAGUE
2012**

In China, WPP returned to the number one position in the Holding Company League, with a strong performance from Ogilvy, JWT and their media agencies. The group collected 38% of all new business (RMB419m in new business revenue) followed by last year's leader, Publicis

Groupe (RMB239m), Omnicom (RMB175m) and Aegis ((RMB153m). "It was a strong year overall for Aegis, whose media agencies outperformed all the others, winning 34% of all media agency activity" added Mr Paull.

	Creative (RMB¥m)	Media (RMB¥m)	Total (RMB¥m)	VS 2011
WPP	339.8	79.2	419.0	245.8%
Publicis	150.6	89.2	239.7	20.5%
Omnicom	72.4	102.6	175.0	90.3%
Aegis	0.0	153.7	153.7	105.3%
Interpublic	108.5	18.5	127.0	524.8%
Havas	-12.5	10.3	-2.2	-103.7%

**CHINA HOLDING
COMPANY
NEW BUSINESS
LEAGUE 2012**

FOR 2012, AUSTRALIA DOMINATES CREATIVE CHANGES, CHINA DOMINATES MEDIA AGENCY CHANGES

On analysis of the ten largest accounts to be reviewed in 2012, Australia dominated with seven of the top ten creative agency wins – with Westpac, Commonwealth Bank, Optus, Arnotts, Vodafone, Honda and Telstra all reviewing in the year. "This reflects the maturity of the Australian market to appoint more AOR relationships, while more and more Asian marketers are working with

creative agencies on a project basis – as high as 51% of all relationships in China" said Mr Paull. Despite these Australian reviews, the global Visa/BBDO and Philips/Ogilvy wins are the year's two largest.

Amongst media agency wins, Unilever, P&G and JNJ reviews represented five of the top ten, led by PHD's retention in Greater China of Unilever. Other major wins included Mindshare China's Yili and OMD's HTC Asia Pacific win.

About the R3 – Campaign New Business League

The R3-Campaign New Business League tracks new business wins and losses on a monthly basis in Asia Pacific in close collaboration with thirty of the region's top agencies. Since 2002, R3 has collected more than 30,000 wins and losses, and individually analyzed and calibrated

their likely billings and revenue, based on Nielsen ADEX data, client feedback and other agency references. R3 estimates agency revenue based on 1/10 of billings for creative agencies and 1/20th of billings for media agencies.

About R3

R3 is a global marketing consultancy focused on improving the effectiveness and efficiency of marketers and their agencies. Founded in 2002, it works with eight of the world's top twenty global marketers. For more information, visit www.rthree.com, write to taliala@rthree.com or call +8621 6212 2310

What is the Future of the Agency?

The increased responsibilities of 21st century marketers are not only exceedingly complex, but carry far greater levels of accountability in our new era of “big data” and social transparency. The agency landscape, too, has become more complicated. With the growth of micro-networks, the emergence of digital and social media specialists, and the unbundling of so many core agency services, it’s a challenge for any marketer to keep up-to-date, especially on a global basis. However, the agency world has also become more pressured with greater demands for talent, new resources, tracking tools, collaborative structure, and the ever-present overlay of economic realities increasingly affected by procurement guidelines.

How do the agencies themselves envision their future? How do the consultants who work with them and their clients on issues ranging from search to

“The idea of best practice is largely outdated as marketers need to find solutions that suit their brands, their strategies and their markets.”

Darren Woolley, *Managing Director of TrinityP3*

remuneration view the next several years of the agency business? The Internationalist has looked at various agency visions during one week in the last quarter of 2012 by attending AdForum’s agency CEO Summit, along with agency consultants from around the world.

What follows is an amalgamation of key themes shared by agencies and discussed by consultants. Among the top issues:

- Understanding the organization of the advertiser and the business model of brands is critical to an agency's success and longevity.
- Defining and executing "Integrated Solutions" is an issue that brings heated debate.
- In a world where "everything is digital" and the line is blurring between integration and specialization, there are varying point of view on generalists v. specialists.
- One solution no longer suits all in terms of agency structure and relationships
- New thoughts on emerging on concepts of "best practice," "user ecosystems," and "story 10."

The marketing and advertising consultants surveyed include the following individuals. (Most have worldwide affiliations and global reach; however, their home city is noted).

- **Avi Dan**, Founder of Avidan Strategies LLC (New York)
- **Jeff Estok**, Managing Partner of Navigare Pty Ltd (Australia)
- **Will Hamilton**, Managing Partner of Hamilton Associates (London)
- **Greg Paull**, Principal of R3 (China)
- **Stuart Pocock**, Managing Partner of The Observatory International Ltd (London)
- **Fabrice Valmier**, Co-Dirigeant of Groupe VT SCAN (France)
- **Darren Woolley**, Managing Director of TrinityP3 (Australia)

What do you anticipate for the continuing evolution of the agency business?

"One of the hallmarks of the advertising agency," says **Darren Woolley**, Managing Director of TrinityP3, "is the ability to adapt to the needs of their clients, the markets." We are seeing this constantly with the increasing emergence of the purpose-built agencies by some of the holding companies, along with the continued emergence of interesting and innovative independents, and the success of the micro-networks who shrug off the burden of bricks-and-mortar presence in every market to service clients across regions. The one thing that is clear is that one solution no longer suits all. The complexity and diversity in the market is driving diversity in the marketing strategies of clients and this is driving diversity in the solutions

In fact, Woolley asserts that "The idea of best practice is largely outdated as marketers need to find solutions that suit their brands,

The marketing and advertising consultants surveyed include the following individuals. (Most have worldwide affiliations and global reach; however, their home city is noted).



Avi Dan, Founder of Avidan Strategies LLC (New York)



Jeff Estok, Managing Partner of Navigare Pty Ltd (Australia)



Will Hamilton, Managing Partner of **Hamilton Associates** (London)



Greg Paull, Principal of R3 (China)



Stuart Pocock, Managing Partner of The Observatory International Ltd (London)



Fabrice Valmier, Co-Dirigeant of Groupe VT SCAN (France)



Darren Woolley, Managing Director of TrinityP3 (Australia)

“One of the biggest changes for traditional creative agencies will be their evolution from ‘Storytellers’ to ‘Story Amplifiers.’ ”

Jeff Estok, Managing Partner of Navigare Pty Ltd

their strategies and their markets.” Instead he believes in a permanent beta testing approach. Best practice he says means “the idea of testing and learning and testing again. This approach is seen in the move from the traditional military style of campaigns to the always-on engagement we see in social and digital marketing where we are working to respond to the complexity while continually learning from the results.”

According to **Jeff Estok**, Managing Partner of Navigare, “one of the biggest changes for traditional creative agencies will be their evolution from ‘Storytellers’ to ‘Story Amplifiers.’” He adds, “When you look at the ‘step changes’ that creative agencies have gone through, there have not really been that many. Their genesis was largely as providers of ‘information.’ Others added the element of creativity and entertainment. The Brands owned the communication, and it was one-way. Today, Brands are no longer the sole owner of the story. Consumers are invited to co-create, and sometimes are the uninvited originators of stories. This is a game changer for the traditional creative Agency. Those who adapt, and become ‘Story Amplifiers,’ will continue to be seen as partners on the journey. Those who don’t risk becoming marginalized, and viewed as ‘narrative boutiques.’”

Avi Dan, Founder of Avidan Strategies, believes that “agencies will have to adapt not only to the digital age but to the fact that marketing will become more focused on the business models of brands. Reinventing the business model of brands will become the new currency of agencies, and those who can’t adapt will perish. The business model of brands will replace traditional advertising as the primary way to engage with consumers.”

Like Avi Dan, R3’s **Greg Paull** thinks the future of agencies is dependent upon them providing a more holistic approach to today’s marketplace and their client’s

business metrics. “Instead of viewing the world in communications silos,” he says, “they need to do a better job of aggregating a communication strategy aligned with the business needs of the client.”

Stuart Pocock, Managing Partner of The Observatory International, touches on the much-discussed and sometimes sensitive topic of integration. “Invariably,” he says, “clients are looking for truly integrated solutions – and from one Agency source. This is somewhat of a holy grail at the moment as few Agencies (whilst they may claim to) can genuinely deliver seamlessly.”

Fabrice Valmier of France’s Groupe VT SCAN would agree with Stuart Pocock. According to Valmier, “Real integration will be THE major challenge for the agency’s future.” He continues, “While the challenge for advertisers is integration in terms of coordination, agencies sometimes view integration as an issue of control and compensation.”

Hamilton Associates’ Managing Partner **Will Hamilton** has a slightly different perspective. He says, “Agencies have to realize that their growth will come from being business consultants – demand generators– connectors- that in turn will be supported by outstanding creative solutions.”

What specific recommendations do you have for agencies as they aim to “future proof” their business to meet changing demands and deliver more solutions for their clients?

“It is important for agencies to be distinctive rather than different to provide a clear sense of choice,” says TrinityP3’s **Darren Woolley**. “The danger for agencies is trying to be everything to everyone because they invariably end up being nothing to anyone. This is driving

“Agencies will have to adapt not only to the digital age but to the fact that marketing will become more focused on the business models of brands.”

Avi Dan, Founder of Avidan Strategies

the commoditization of the agency category. With an oversupply of agencies in almost all markets, it is almost impossible to be different, but the most successful agencies are usually distinctive, either by accident or design. Distinction can be found in capabilities, specialty, location, philosophy, process... in fact any number of areas of agency operation."

Interestingly, Navigare's **Jeff Estok** offers a similar point of view. He recommends, "Be 'best of class' at something, rather than be above average at a lot of things. Know what you are great at. And understand how you can add value to your client's business. There is often too much focus on getting things done, without the added big-picture value for which Agencies were once famous."

R3's **Greg Paull** bullets a number of key points:

- Agencies need to have a clear global approach that is broken out by specific regions.
- If they are a limited resource, they need to be able to work with lead agencies and be additive to the overall communication strategy.
- They need to focus on messaging and creative that drives their clients business and is relevant in the channel context.
- They need to have strong behavioral data and analytics to stay consumer centric.

Groupe VT SCAN **Fabrice Valmier** suggests that agencies should think first about their organization as collaboration becomes an increasing priority. "One of the areas for improvement for the agency of the future is to insure that the client clearly understands its business model. This will help agencies more easily defend the scope of their actions and enhance their credibility with both advertisers and purchasing teams. Next, they must become expert on measuring the effectiveness (not cost savings) generated by their actions. The more that agencies can prove the ROI of their actions, the better they justify their remuneration."

As the media and technology landscape continues to rapidly transform, how do you view the need for an agency's digital integration v. digital specialization?

"Every Agency will now claim proficiency in digital, so the line is blurring somewhat between integration v. specialization," says **Jeff Estok** of Sydney-based Navigare. "I look for those Agencies that have moved

"Invariably Clients are looking for truly integrated solutions – and from one Agency source. This is somewhat of a holy grail at the moment as few Agencies (whilst they may claim to) can genuinely deliver seamlessly."

Stuart Pocock, Managing Partner of The Observatory International

on from the technology and are now focused on the user. Those that are actively mining Big Data; linking it to how users apply media technologies; and then aggregating, and customizing, experiences for these user groups. Never has it been more important to look for those partners who are using data to help transform their clients' companies--regardless of whether it comes from a specialist, or through integration.

R3's **Greg Paull** asserts, "Integration is key and specialists must be able to work within the existing client strategic communication framework or work with other roster shops to effect a change. Digital is a channel and represents a means, not the end, in driving client business."

The Observatory's **Stuart Pocock** says, "All agencies need digital at the core including data, but we believe they need to be 'generalists' rather than 'specialists'. Techniques and specialisms will increasingly be bought from 'boutiques' rather like art is currently bought by Agencies. No Agency employs 50 different illustrators to deliver different styles – the overhead would be enormous. They simply find the most appropriate one for the task and get them to execute. We think this will be how digital specialisms will be bought, for the same reason (plus keeping up with technology is a challenge in itself). We think there is little future for pure play full service digital Agencies beyond acquisition."

“Agencies have to realize that their growth will come from being business consultants – demand generators – connectors - that in turn will be supported by outstanding creative solutions.”

Will Hamilton, *Managing Partner of Hamilton Associates*

Trinity P3's **Darren Woolley** agrees that “Everything is digital, so an agency that does not get digital does not get marketing communications. But this does not mean that there is no place for digital specialist. It just means that digital specialists need the true depth of technology capabilities. Digital ideas can come from anywhere. The receptionist can come up with an idea for a mobile app or the CEO a Facebook idea. But it is in how these are integrated into the technology strategy within the company and executed across the technology platform that is increasingly important. Too many agencies who say they get digital still develop and execute in campaign fashion, with the technology largely disposable. But true technology strategies understand that within the digital platform, ideally everything is interlinked and builds on what is there.”

Will Hamilton adds, “Story-amplification has replaced story-telling and media ecosystems have replaced media channels. Digital is an ecosystem in its own right, and agencies have to be able to deliver to every one of their client needs - and live within that ecosystem.”

According to **Fabrice Valmier** of Groupe VT Scan, “Everything depends on the organization of the Advertiser.” He continues, “What is certain is that today there are advertising agencies and digital agencies. And tomorrow there will be communication agencies with a lot of digital inside. Meanwhile, it is the organization of the advertiser that determines an agency's integration or specialization.”

What are your recommendations for advertisers as they work with an increasing number of agencies?

“Marketers have too many agencies, says **Avi Dan**, “Especially when it comes to creative agencies and digital agencies. In a survey that we fielded recently we found out that that a quarter of all Advertisers have over 100 agencies and 60% have over 50 agencies and marketing services companies. It is impossible to manage such a diverse group efficiently. We tell our clients that agency management decisions have to be centralized and rosters need to be streamlined.”

Stuart Pocock agrees, and gets to the point quickly: “Work with fewer, more-integrated agencies.” Will Hamilton says, “Manage the roster well and try to brief agencies together; it's a case of the whole being better than the sum of the parts.”

Jeff Estok recommends that marketers should be clear about their needs from the start. He asks advertisers, “What Comms model are you using? What is each Agency's role in the mix? How are you measuring their contributions? And finally, make sure that you re-look at your scope and resourcing- constantly. What you needed three or six months ago will probably not reflect what you need for the next three to six months. And without diligence in resource planning, both you and your Agency partners run the risk of under-delivering.

“Beyond the discussion of integration and collaboration, two key topics are emerging. Co-creation is becoming increasingly important, while the rise of Talent Management is becoming the new Holy Grail for Agencies.”

Fabrice Valmier, *France's Groupe VT SCAN*

“Advertisers need to provide a clear brief and ‘rules of the road’ for agency collaboration,” says R3’s

Greg Paull. “Marketers cannot play one agency against the other; they must set a tone for collaboration based on their business goals. Our recommendation is that advertiser systematically build better working relationships with their agencies and provide clear feedback with respect to a particular agency’s performance in terms of meeting the brief.”

“There is a lot of talk about collaboration,” says **Darren Woolley**, “but the fact is that most relationships between marketers and agencies are not collaborative. In 2011, the Economist Intelligence Unit produced an excellent paper on the importance of trust in developing collaborative relationships. In this paper they provided a distinction between collaboration, cooperation and coordination, and what was required to deliver each. The first step for marketers when working with multiple agencies is to identify where they require each of these relationships, and then work to align those relationships to each type.”

What are the key areas that marketers now seek consulting advice on agency issues?

TrinityP3’s **Darren Woolley** states, “We are increasingly involved in assisting marketers and procurement to create ‘alignment’ from the marketing and communications strategy to the marketing and supplier structure and processes to deliver that strategy. This also includes insuring that there are suitable metrics to measure both efficiency in the system outputs and effectiveness in the system outcomes. We see this as increasingly the role of Marketing Management Consultants.”

Jeff Estok of Sydney-based Navigare admits, “Collaboration is a current hotbed. With the increasing fragmentation of messaging and channels, and clients bringing in more specialist resources to meet the challenges, collaboration is more important than ever. This is another significant change to the way Clients

“Instead of viewing the world in communications silos, agencies need to do a better job of aggregating a communication strategy aligned with the business needs of the client.”

Greg Paull, R3

and Agencies operate. Agencies are typically ‘output’ focused. With the ‘Idea’ replacing the ‘Lead Agency’ concept at the center, Agencies and clients now need to be more ‘input’ focused—in order to contribute to that killer idea, without respect to which agency executes it. Clients, of course, need to find new and viable ways to remunerate Agencies for this provision of service as well.”

New York’s **Avi Dan** acknowledges this consultancy works with traditional requests like agency search and compensation, but he adds, “More clients now ask us to improve the way agencies integrate to create a seamless strategy and message across channels. Plus, we are asked to improve the marketing supply chain and eliminate inefficiencies in the creative process and improve speed to market.”

London-based **Stuart Pocock** of The Observatory International says, “We’re doing a lot of work on roster rationalization and improving WoW. Invariably this has a knock on effect with reducing costs.”

Will Hamilton admits that “Advertisers’ consultative needs are changing. It is less about pitching, more about relationship mending and management- and much more about remuneration and best practice.”

“Agencies need to do a better job of integrating the role/strategy for digital communication with the overarching brand communication strategy,” says R3’s **Greg Paull**. “Data analysis that is relevant and actionable to business metrics. Plus, a more global view of communications needs with an eye towards Asia.”

GLOBETROTTERS



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

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



RANI RAAD TO EVP & CCO OF CNN INTERNATIONAL IN A NEW ORGANIZATIONAL MOVE

In a new role, **Rani Raad** will head all of CNN International's commercial activity. Parent company, Turner International, has created a new organization called "CNNI Commercial" which will clearly align all of CNN's vast international commercial activity

into one group. Raad will be responsible for the commercial strategy and vision of CNN International and will oversee its advertising sales, content sales, business development, international research and marketing activities. Additionally, Raad will keep his current responsibilities, managing Turner Broadcasting's operations in Turkey, the Middle East and Africa.

A 15-year veteran of Turner Broadcasting, Rani Raad currently is Senior Vice President & Managing Director for CNN International Ad Sales, and Senior Vice President Turkey, Middle East and Africa. Through these dual roles, he manages the overall CNNI Ad Sales business, overseeing revenue growth against bespoke client solutions in both established and emerging markets; and also oversees Turner's portfolio of news, entertainment and kids channels across Turkey, the Middle East and Africa.

He started his career with the company in New York City and within five years was promoted to Vice President for Regional Advertising Sales in the Middle East, Africa and Southern Europe, at CNN International's London headquarters, which remains his base of operations. After substantially growing revenues from those markets, Raad was promoted to Senior Vice President and tasked with a global remit. In 2011, he also took on management of Turner's General Entertainment portfolio across the Middle East, Africa and Turkey.

In 2011, the World Economic Forum recognized Raad as a Young Global Leader, for his professional and personal contributions to his industry. He graduated from The S.I. Newhouse School of Public Communications at Syracuse University in New York and is fluent in English, French and Arabic.

According to Gerhard Zeiler, President Turner Broadcasting System International, "Rani is the logical choice for this ambitious challenge due to his track record leading CNN's global commercial initiatives and his vast international network."

SARITA BHATT TO DIRECT GLOBAL DIGITAL STRATEGY AT HAVAS

Sarita Bhatt takes on a new role at Havas Worldwide-Director of Global Strategy, where she will work with the network's global



clients to help shape their digital and social-marketing strategies, as well as creative approaches. In fact, Havas has experienced a number of recent new business wins in the digital sector, including the global digital agency-of-record assignment from Hershey's. Expedia, Ibis, Lego, Nokia and Sony Playstation have also recently awarded the agency new digital assignments, and Havas was appointed by Unilever late last year to manage its global data business.

Most recently, Sarita Bhatt served as managing director of social platforms at Havas Worldwide New York, where she oversaw the development and implementation of digital and social programs for clients such as General Electric, Dos Equis, Live Nation, Johnnie Walker, GlaxoSmithKline and Merck Consumer Care. She will now report to Andrew Bennett, global president of Havas Worldwide. CEO David Jones said the creation of the new role "underscores our commitment to a digital-at-the-core strategy." She also joins the global strategy team led by Marianne Hurstel, global chief strategy officer at the agency and vice president of BETC, a creative unit within Havas Worldwide.

Sarita first joined Havas Worldwide three years ago as director of digital planning for Tonic, the agency's health and wellness consultancy. She has an interesting and diverse background which includes Associate Director of Digital Strategy at Ogilvy & Mather, Manager of Ad Planning and Strategy at The New York Times; Senior Strategic Sales Planner at National Public Broadcasting, and Telecommunications Policy Specialist at the U.S. Department of Commerce.



ARVID BOSTRÖM NOW MANAGING DIRECTOR AT MEC GERMANY

Arvid Boström, an *Internationalist Innovator* in 2012, has been promoted

to MD of MEC Germany. He will be responsible for the agency's strategic product offer and will report to Matthias Brüll, CEO. In his new role, Arvid will drive the growth of the agency's three key pillars: innovation and technology; branded entertainment via MEC Access, and market research.

Matthias Brüll, commented on the appointment, "Our clients demand more and more integration of our offer. We needed one person who would have oversight of the entire piece and therefore it was a logical step for Arvid to step into this role."

Arvid joined MEC in 2009 and has worked in various positions for the agency group. Most recently, he was Managing Partner in the client service team. He began his career at GroupM sister agency Mediacom, where he worked from 2005 to 2009.

LAUREN RICHARDS DECIDES TO POLLIN8

Lauren Richards an *Internationalist Innovator* and well-known for her roles as CEO of The Starcom MediaVest Group Canada and lead of Cossette Media, has launched Pollin8, a communications consulting firm. In



explaining the name, she says: "In the context of Pollin8, pollination results in the fertilization of ideas between consumers, brands and marketing messages." The company will also specialize in furthering the connections between buyer and seller, as well as client and agency, to navigate the constant flux of communications channels, as well as to help with agency search selection.

Lauren adds, "I truly believe there are some significant gaps in the marketplace that my business can help fill. One of these areas is agency search selection, especially Media Agency search selection. From my experience, U.S. based companies typically provide this service for Canadian based Marketers, without sufficient knowledge of the Canadian media landscape or the specific strengths and skill sets of Canadian media agencies."

"In today's busy environment," she says. "many clients don't have the time to inspire and direct media agencies in order to ensure they get breakthrough communications results they deserve." Lauren is known for making things happen and galvanizing employees. We have no doubt that she will "pollin8."

21 MARKETERS ARE NAMED INTERNATIONALISTS

Twenty-one internationally-minded marketing leaders have been named **Internationalists of the Year** by **The Internationalist**. These individuals represent the people behind today's outstanding marketing thinking and brand communications.

Without their extraordinary efforts, inspiration and energy amid today's "always on" world with increased emphasis on accountability and responsibility, many marketing programs simply would not have gotten off the ground. These *Internationalists* represent a variety of industries, locations and number of years in the profession, but all take the role of brand champion to heart. Many are reinventing the role of marketing in today's society.

This year represents the largest number of woman as *Internationalists*, as well as more retailers given the extraordinary developments in shopper marketing and new concepts in demonstrating quality and luxury. Interestingly, the list shows a balance of consumer-driven and business-driven brands. Bank brands are redefining themselves in a post-crisis world, while hotel brands are looking at new ways of keeping today's travelers loyal. All recognize the complexity of our digital age, embrace the power of social media and are seeking ways to establish greater meaning and value for the constituents.

The Internationalists of the Year include:

- **Janice Alfini**—SVP Global Brand & Marketing at Diners Club International (USA- Chicago)
- **Linus Almqvist**—Head of Brand Communications and Partnerships at Vattenfall AB (Sweden)
- **Nayantara Bali**—Vice-President Global Skin Category/ Olay Brand Franchise leader at Procter & Gamble (Singapore)
- **Bonin Bough**—Vice President of Global Media and Consumer Engagement at Mondelez International (USA-NY)
- **Christa Carone**—Executive Vice President & Chief Marketing Officer at Xerox (USA- NY)
- **Frederique Covington Corbett**—Central Marketing Organization Lead, Asia Pacific at Microsoft (Singapore)
- **Carmen D'Ascendis**—Director of Global Marketing for Jack Daniels at Brown Forman (USA-Louisville)
- **Nancy Deck**—Vice President, Multi-Brand & Loyalty at Hilton (USA-DC)
- **Gerardo Garcia**—Group Director, Global Design at The Coca-Cola Company (USA- Atlanta)
- **Jason Hill**—Director of Advertising, Growth Markets at GE (USA-NY)
- **Mark Ingall**—Managing Director/Head of Global Strategic Media at CitiGroup (USA- NY)
- **Maria Jobin**—Head of Branding & Advertising at ABB (Switzerland)
- **John Kennedy**—Vice President of Corporate Marketing at the IBM Corporation (USA-NY)
- **Sarah Manley**—Chief Marketing Officer at Burberry (UK)
- **Marc Mathieu**—SVP Marketing at Unilever (UK)
- **Diego Scotti**—Chief Marketing Officer at J. Crew (USA-NY)
- **Shiv Singh**—Global Head of Digital at PepsiCo Beverage (USA-NY)
- **Kensuke Suwa**—CMO/ US & Europe at Uniqlo (UK)
- **Susan Thronson**—SVP Global Marketing at Marriott International, Inc. (USA-DC)
- **Sarah Wyse**—Head of Marketing Strategy at Coutts (UK)
- **Maria Ziv**—Marketing Director at Visit Sweden (Sweden)

Today's *Internationalists* aim to present a consistent worldwide image while working to connect on an individual customer level. Many have championed new regions or new markets, coordinated global teams, or are advocates of international projects that simply would not have happened without their drive and perseverance. These leaders also recognize how today's social programs are paving the road for future generations of brand advocates throughout the globe, every day in our 24/7 world.

There may never have been a more exciting time to be a marketing leader, despite today's complexities. The global overlay of regulations, carbon footprints, CSR, cultures, languages, political environments and a myriad of differing perspectives all contribute to describing one of the world's most challenging occupations-- played on

a very public stage fraught with immediate customer reaction that directly affects a brand's potential for success.

Highlighting brand champions and breakthrough accomplishments is at the heart of *The Internationalist's* mission to connect the people and ideas in international marketing through content, thought leadership, community and collaboration. All Internationalists have been nominated by their industry colleagues for stellar work in 2012. Final selections were made by the The Internationalist advisory board and editorial team. These men and women join 107 other individuals named since 2004.

The Internationalists — past and present — will be celebrated at a dinner in New York this spring.



Janice Alfini
Director, Global Brand & Marketing
Diners Club International

Janice Alfini recognizes that any multinational campaign must adhere to consistency in the marketplace, yet allow for local market relevancy in execution. When describing her dedication to a global role, Ms. Alfini's team members describe her ethos best: "Janice handles the balancing act between brand enforcer and market supporter with efficient governance."

They continue, "Janice is on the front line, supporting an expansive global franchise network. As the point person for branding and marketing, she constantly promotes the value of establishing one global look and feel across the world."

Diners Club International, owned by Discover Financial Services, is a globally recognized brand serving the payment needs of select and affluent consumers. When established in 1950, it was the first multi-purpose charge card in the world—launching a financial revolution in how consumers and companies pay for products and services. Today, Diners Club continues to deliver on its original brand promise, and through a global branding campaign called "Belong," celebrates cardmembers and honors the experience and sacrifices required of people to achieve success. "Belong" portrays cardmembers as citizens of the world who are always expanding their horizons through experiences—be they large or small.

In 2012, Diners Club International announced its first global partnership with 20th Century Fox for the release of the film, *Life of Pi*. The best-selling book by Yann Martel was deemed a natural fit for the "Belong" campaign as it describes a young man's incredible survival at sea against almost impossible odds. This first global entertainment partnership was designed to bring the brand values of Diners Club to life. "We are incredibly excited to help promote a film that celebrates a very unique, transformative journey," said Janice Alfini.

The partnership also celebrates cardmembers' well-traveled, yet unending journeys through a worldwide photography contest. Aspiring photographers could submit a photo of a significant journey in their own lives to be judged by Claudio Miranda, cinematographer for

"Life of Pi" and Andy Anderson, "Belong" campaign photographer.

Janice Alfini is also a two-time honoree of The Internationalist 100.



Linus Almqvist
Group Head of Brand
Communication and Partnerships
Vattenfall

How do you take a state-owned energy giant and make it more consumer-friendly, responsive and contemporary? Not an easy task, especially in an increasingly environmentally-conscious world that requires enhanced consumer and corporate marketing programs. However, Linus Almqvist, Head of Brand Communication and Partnerships of Vattenfall, has some innovative answers. His role is to improve the company's reputation, support its business operation and position its market image.

Vattenfall—Swedish for "waterfall" and an abbreviation of the original Royal Waterfall Board—is a Swedish power company that also operates in Denmark, Finland, Germany, the Netherlands, Poland, and the United Kingdom. Its goal is to create a strong and diversified European energy portfolio, comprised of electricity, heat and gas, while also being a leader in developing environmentally sustainable energy production.

Linus Almqvist championed Vattenfall as the official sponsor of Swedish skiing and the International Ski Federation to serve both national and international interests by underscoring "energy for winter sports." Vattenfall emphasized how it produced electricity to make the skiing experience better—with energy to light slopes, run lifts and power snow-making equipment. The introduction of their King of the Slope app for downhill skiers with smart phones became their successful activation tool in the program and an inventive step forward for the company.

King of the Slope helps skiers of all levels monitor their performance, while results can be compared with other skiers at the same ski resort or throughout the world and easily shared on Facebook. Thousands of ski resorts are

registered in the app's database, which automatically sets a specific ski system via a mobile's GPS. Anyone can add a favorite resort to the app via Vattenfall's website. Plus, the Swedish national Alpine team tested the app. Linus has been at Vattenfall in brand and marketing communications since 2004. His prior marketing experience included Nordic regional roles at SAS/Scandinavian Airlines, Barilla Italian Foods and Arla, the largest producer of dairy foods in Scandinavia.



Nayantara Bali
*Vice-President Global Skin
Category/ Olay Brand Franchise
Leader*

The Procter & Gamble Company

Nayantara Bali's career with Procter & Gamble in Asia has been long and varied, yet most people who have interacted with Ms. Bali in any of her roles agree that she is

impressive, inspirational and an outstanding leader. In September 2012, she assumed new responsibilities as Vice President of P&G's Global Skin Category and Olay Brand Franchise Leader. This follows the significant move by the company in mid-2012 to transfer its global skin, cosmetics and personal care business unit from its Cincinnati headquarters to Singapore in acknowledgement of the fast growth of the Asian Beauty Market. The move puts P&G closer to its largest customer base.

Other P&G divisions have already migrated from the company's central headquarters in the US, including the Fabric Care and Braun business unit to Geneva, and the Baby Care division and Prestige Fragrance Group also to Singapore. Yet, the relocation of a group as large as skin, cosmetics and personal care to Singapore underscores the company's commitment to expand its presence in emerging, fast-growth markets.

Ms. Bali's marketing expertise will be put to good use. The global skin care market is estimated at nearly USD \$100 billion. Asia's portion of the skincare pie has been rapidly increasing and now accounts for almost half of all category purchases. Olay is already a multi-billion dollar brand, while SK-II, the P&G skin brand which originated in Asia, has also joined the billion dollar club.

Nayantara Bali joined Procter & Gamble India in 1988, moved to Bangkok and later to Singapore, and has a history of breakthroughs. She is credited with dramatically growing businesses and turning around sluggish brands. Her roles over the last decade in Singapore have included Vice-President Asia Male Grooming; Vice-President, Hair, Asean, Australasia, India, Korea; Vice-president, Baby & Feminine Care Asean/Australasia/India. We look forward to following her extraordinary marketing career with this important new move.

Bonin Bough
*Vice President of Global Media and
Consumer Engagement
Mondelez International*

Bonin Bough has a way with words.

He has rallied an industry with concepts like "Digital Fitness" that characterize most corporations as living in a Jurassic period of digital engagement and "Don't Let Perfection Be the Enemy of Good," his rallying cry for inviting innovation and experimentation within an organization.



But he also has a way with moving an industry forward. A natural risk taker, he constantly discovers ways that brands can interact in a new era of consumer engagement and media choice. He is an advocate for challenging convention and creating a culture of change—particularly within the marketing department, if not across the entire corporation. He believes in the "beta economy," a new business model in which change is constant and can lead to a "re-skilling" of any corporation. Bonin Bough is keenly aware of how marketing insights need to be shared globally across the organization.

In fact, he recently stated at an ANA conference on mobility that "I need to create a culture that deems change is important." The result is Mondelez International's Mobile Futures, or "the Future in 90 Days," which provides their brands the opportunity to work directly with startups on fast-turnaround pilot programs in areas key to mobility, such as location-based advertising, in-store marketing and social TV. According to Bough, "It's not about bringing startups inside, but learning how to work in a time-pressured, fast-thinking entrepreneurial environment. This helps to re-skill an entire organization

through a collaboration model that brings new partners to the table.”

Bough's role as Vice President of Global Media & Consumer Engagement at Mondelez is a just a few months old. He joined Kraft one year ago in the same role after serving as Senior Global Director of Digital and Social Media at PepsiCo for more than three years. Before Pepsi, he was in a global director role at IPG's Weber Shandwick Worldwide.

Mondelez International is comprised of the global snacking and food brands of the former Kraft Foods Inc., following the spin-off of its North American grocery operations in October 2012. The Mondelez name was created from employee input with Monde deriving from Latin for world and delez with an association to delicious. Its portfolio includes such billion-dollar global brands as Cadbury and Milka chocolate, Jacobs coffee, LU, Nabisco and Oreo cookies, Tang powdered beverages and Trident gums.



Christa Carone
*Corporate Vice President & Chief
Marketing Officer*
Xerox

Christa Carone's Twitter identification describes her as a "Curious marketer & communicator; on the hunt for cut-through creative,

simple yet relevant messages..." According to her peers, this is only the tip of the iceberg.

Her *Internationalist of the Year* nominations underscore how Xerox's "Ready for Real Business" campaign is not simply about advertising. ("Real Business" cleverly demonstrates how Xerox helps companies handle their back-end operations so they can focus on their core business or what they do best.) This landmark Xerox initiative is certainly a global, integrated platform, but it is also a rallying cry for the company that comes to life across all marketing and communications initiatives. Christa Carone's drive for consistency of message and the need for flexible integration have been paramount in creating the program's success, as well as the redefinition of the Xerox brand, both internally and externally.

The 2-year-old "Ready for Real Business" campaign is now evolving to highlight more services, while it continues to present its message through a variety of channels ranging from event sponsorships to social media. In fact, its two-minute Web video called "A World Made Simpler by Xerox" recently won Gold in The Internationalist Awards for Innovative Marketing Solutions. The video has received more than 650,000 views.

Ms. Carone is responsible for global marketing strategy and initiatives that include advertising, experiential marketing, public relations, internal communications, integrated campaigns, interactive and social marketing, and the Xerox Foundation. She is also the steward of the company's brand, leading global activities that serve to protect the value of the Xerox name and multibillion-dollar brand.

She joined Xerox in 1996 as Communications Manager for the company's manufacturing and supply chain division. Her various communications, public relations and media relations roles over the years ultimately led to her CMO title in 2008. She was appointed a Vice President of the corporation in May 2010.

Frederique (Freddie) Covington Corbett
*Central Marketing Organization
Lead, Asia Pacific*
Microsoft



Ms. Freddie Covington is not only a true internationalist who was born in France, raised in the UK, Belgium and Holland, and has spent her working life in the US and Asia, but she believes in "ideas that transform." She leads Microsoft's Asia-Pacific marketing strategies for all of the company's offerings across both commercial and consumer audiences. Freddie regularly applies Darwin's famous quote to brands: "It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change." Her definition of a brand champion is someone who is always spotting, interpreting, and managing change to build stronger brands.

Her own "glocal" marketing models for Asia Pacific are breaking new ground while providing benefits for both Microsoft's world headquarters in terms of efficiency

and scale and for the company's local markets in terms of cultural relevance and true localization. She has also proven that "cultural clustering" is a more effective way of creating good work and developing campaigns that resonate with local customers.

Her role as Central Marketing Organization (CMO) Lead exists to build and deliver a holistic marketing communications discipline for use across all Asia-Pacific markets in order to provide a new level of marketing innovation, planning, end-to-end execution, as well as digital and operational excellence. Freddie heads up the Asia-Pacific community of CMOs in the region providing region-wide marketing governance, metrics for marketing discipline excellence, marcom orchestration and the majority of marcom execution. Freddie, though, summarizes this vast job as "driving marketing innovation and inspiring consumer passion for our technology and brands." And, in doing so, Ms. Frederique Covington always over-delivers.



Carmen D'Ascendis
Director Global Marketing- Jack Daniel's

Brown-Forman Corporation

How do you adapt a 145 year old-brand to a digital age so that it is both relevant and contemporary without sacrificing its core brand values? And

how do you make its deep-rooted American heritage resonate in 185 countries? Not only does Carmen D'Ascendis, Director of Global Marketing for Jack Daniel's Tennessee Whiskey, have the answers, but he proves how marketing cannot be separated from brand management.

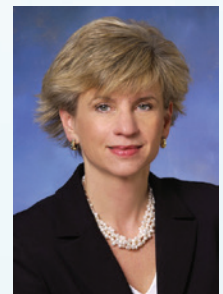
In fact, Carmen D'Ascendis' extraordinary career with Brown-Forman started 20 years ago when he entered the business as a merchandising representative for the company. Since that time he has lived in seven cities on four continents while working in 40 countries on behalf of Brown-Forman and Jack Daniel's. Forget statistics that measure the tenure of chief marketing officers in intervals of months, Carmen underscores how creativity, innovation and success come with longevity.

His roles and geographies demonstrate a process of brand experience and thought leadership that few achieve. Carmen's own roots in are in the US, not in Lynchburg, Tennessee—the famous home of Jack Daniels, but in the East Coast state of New Jersey. However, he is unquestionably a true citizen of the world. His international Brown-Forman career began in the late '90s in London as Area Manager of Duty-Free for Europe and Scandinavia. He then relocated to Germany to take on his first country-specific Marketing Manager role. That soon led to a new assignment and a new continent when he became Regional Director of Australia and New Zealand. His next transfer took him to Japan as the country's Commercial Director where he delivered the two best financial years in that market's history. While based in Tokyo, Carmen took on the additional role of Brand Director for Jack Daniel's Asia Pacific and uncovered consumer insights that led to the redevelopment of Jack Daniel's Single Barrel as the new "face" of the JD trademark.

He then returned to the US-- to the company's Louisville, Kentucky headquarters-- to use his international experience as Global Brand Director of the Jack Daniel's Ready-to-Drink business around the world. He worked closely with country teams in markets as varied as Mexico, Japan and Germany to develop market-specific offerings. And now as Director of Global Marketing for Jack Daniel's we've already seen the highly successful launch of the Jack Daniel's Tennessee Honey line extension, the "Barrel Tree" campaign that bring family and friends together, a new responsive-designed web site that adapts to any device from smartphone to tablet to computer, and a doubling the brand's volume growth rate.

Nancy Deck
Vice President, Multi-Brand & Loyalty Marketing
Hilton Worldwide

Nancy Deck and her team have built one of the world's most successful loyalty programs for the hospitality industry. As Vice President of Multi-Brand & Loyalty Marketing, she is globally responsible for championing the Hilton HHonors brand and developing worldwide marketing strategies that create awareness, preference and market share for



HHonors and the ten distinct hotel brands in the Hilton Worldwide portfolio.

Recognizing that we live in the era of “the empowered customer,” she insures that HHonors guests receive more choice, more customization and more personalization. As a global organization with 10 hotel brands, 3,800 properties in 90+ countries and millions of travelers each year, the program’s size and scale offered an unparalleled opportunity to understand guests’ needs and desires. Extensive consumer research enabled her to shift the conversation from points to possibilities, and effectively re-launch the Hilton HHonors global brand.

In addition to overhauling the HHonors user experience by providing greater flexibility and a simplified tiered point system through a global website redesign, she appointed regional marketing directors to determine market needs and better tailor messages. For example, in China, a greater understanding of rewards membership is required, while North America emphasizes the unforgettable memories gained through HHonors. Her initiatives with social media from a virtual treasure hunt for “Fast Ways to Free Stays” to a “Virtual Concierge” test program have been extremely well received.

The HHonors’ member benefits extend beyond free hotel rooms and upgrades and programs with travel partners. They include a Global Shopping Mall with 20,000 products that can be purchased with points; Experience Rewards, which allow members to redeem points for once-in-a-lifetime experiences, like flying a fighter jet; and Charitable Programs that provide points to members who make contributions to certain organizations, while also providing both cash and in-kind donations.

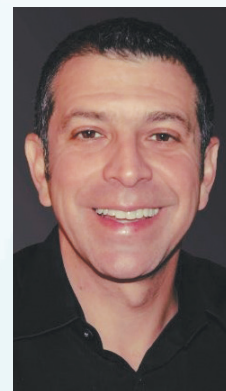
Nancy Deck is also recognized by the Hospitality Sales and Marketing Industry Association as one of the “Top 25 Minds in Hospitality Sales and Marketing.” We think her mind is of interest to all in marketing—regardless of the business category.

Gerardo Garcia

*Group Director, Global Design
The Coca-Cola Company*

Gerardo Garcia is the mastermind behind Coca-Cola’s “Design Machine,” a global web-based application that empowers more than 20,000 Coca-Cola marketers and agencies in 200+ countries in more than 20 languages, to dynamically customize and localize global marketing campaigns and related materials, while preserving brand integrity and myriad compliance requirements. The concept of “Freedom in a Framework” powers highly relevant Coca-Cola marketing activations across multiple media around the world, driving faster time-to-market with more relevant and engaging marketing initiatives for a concurrent increase in marketing effectiveness and efficiency while strengthening brand stewardship.

Coca-Cola’s Design Machine has driven more than \$100,000,000 in cost efficiencies, empowering Coca-Cola marketers and agency partners to drive significant increases in marketing volume and value per dollar spent. Coca-Cola’s Design Machine is more than just a high-impact initiative - it is a harbinger of things to come in an increasingly global, relevant, interactive, multi-channel world. And, yet, Gerardo is already plotting an inspiring next generation of this razor’s edge innovation!



Jason Hill
*Director of Advertising, Growth
Markets
GE*

GE’s “growth markets” are countries outside the U.S. where GE is still emerging as a brand fully understood by the business executives and government officials who count as its customers. In the past few years, GE has launched customized, original, and highly creative marketing campaigns in nine growth markets—places where the brand has never before been supported through advertising. The person behind this effort, ensuring that the GE story is told in compelling ways around the world, is Jason Hill.

Jason manages GE's strategic process, campaign development, and channel planning for Australia, Brazil, Canada, China, Germany, India, Indonesia, the Middle East, and Southeast Asia. He circles the globe to mine the best messages from around the company, translating them into sharp briefs that consider local cultural nuances, and partnering with top agencies to create 360-degree campaigns. With his commitment to marrying global strategy with locally relevant creative work, Jason is breaking the mold both for GE as a company with advertising that is new, fresh, and unexpected, rather than relying on global campaigns adapted to local languages. Jason Hill also brings a strong creative vision and spirit of innovation to a company known for its engineering heritage and love of rigorous process.



Mark Ingall
Managing Director/Head of Global Strategic Media Citigroup

With over 20 years of marketing experience, Mark Ingall has a keen understanding of the role of a brand within an organization. Citi was turning 200 years old in 2012. Through research, Citi found that unlike other categories

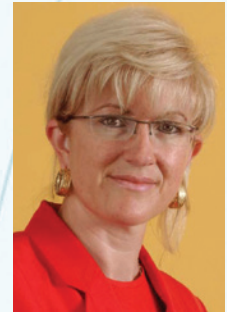
where a brand's reputation is only as good as its latest performance, the past matters in banking. Mark knew that if he could communicate Citi's anniversary by focusing on the forward thinking of its 200 years of accomplishments, he could rebuild trust and strengthen brand perceptions. Mark created a new idea that broke the mold of all previous campaigns: Citi would showcase its 200 Years of heritage and innovation by bringing its "History Forward."

In his current role as Citigroup Managing Director, Head of Global Strategic Media, Mark is a steward of the Citi brand on an international scale. He continuously works to strengthen Citi's brand image and health metrics, which in turn work to promote the bank and its products. Following the 2008 financial meltdown, Citi, like most banks, had been deeply hurt both as an institution and a brand. Mark understood that regaining trust on a global scale was not about generating transactions or

new customers—it was about making positive inroads into the hearts and minds of the population at large. The idea that the bank has been involved in great feats of innovation—from championing the Panama Canal to embracing the modern ATM—allowed customers to put cynicism aside and reconsider how they felt about Citi. A balance of heritage and innovation was critical to turning the brand around.

Maria Jobin
VP/ Head of Global Branding & Advertising ABB (Asea Brown Boveri)

Maria Jobin's role for the past several years has been to bring the ABB brand to life through a major re-branding effort in 100+ countries and to drive preference across cultures. While the company's history dates back to the 19th century, today ABB is the world's largest builder of electricity grids and is active in many sectors, with a core businesses emphasis in power and automation technologies. Her biggest consideration was how to reposition ABB for the future, while finding common ground among all divisions to communicate to a broader audience.



Further complicating her formidable task was ABB's matrix structure comprised of over 5000 profit centers, each with global responsibilities and significant marketing freedom. Plus the company had also acquired 800 companies around the world during the last decade, resulting in many different uses of the brand. Plus, the company produces over 250,000 products—ranging in cost from a single dollar to billions of dollars.

Fortunately the company's bold red logo was strong, and most sectors were using it. It was ABB's only identifying element, but Ms. Jobin saw it as a great opportunity to make a consistent difference. It also became clear that ABB needed to build on its heritage and strength, while also emphasizing leading edge technology, its engineering-focus, and superior product quality. The result was a new tagline: "Power and productivity for a better world."

According to Ms. Jobin, "Branding business-to-consumer or business-to-business products has similar

functions, but different priorities. B2C's first priority is image, while B2B's is trust. ABB's re-branding journey focused on reputation and trust." And the broader results from these efforts? There has been 69% uplift on brand metrics associated with ABB's rebranding.



John Kennedy
*Vice President, Corporate
Marketing*
IBM Corporation

There's no question that John Kennedy is an advocate for the role of the Chief Marketing Officer within the corporation.

As Vice President of Corporate Marketing for IBM, he also regularly discusses how Big Data is not only transforming the influence of the CMO, but how it is also affecting the future of Marketing.

"Data," he says, "is an asset to the CMO in providing new capabilities, but it is also elevating the stature of marketing within the C-Suite. Ultimately, Big Data will give marketers the ability to move from a transactional focus to a customer-centric conversation around the benefits of products and services. And data is establishing an essential new dialogue between the CMO and the CIO."

According to John Kennedy, "We're experiencing a tsunami of data. Not only is there a tremendous amount of structured data—something that we can manage, but also volumes of unstructured data in the form of videos, tweets and vague information. This is often the domain of marketing as we sift through this unstructured information for insights."

John's diverse career with IBM has spanned 17 years, after an initial start as an Assistant Brand Manager at Procter & Gamble. His roles have included Brand Management, Integrated Marketing Communications, Marketing & Sales, and they have spanned geographies ranging from the Americas to Asia-Pacific. He was also based in Tokyo as Vice President of Marketing & Channels for IBM Japan.

In fact, that experience, combined with IBM's own C-Suite research, has resulted in John Kennedy's regular discussions of today's three new marketing imperatives:

1. Understanding each customer as an individual.
2. Creating a system of engagement that maximizes the value created at every touch point.
3. Designing your culture and brand so they are authentically one.

The basic truths of marketing are changing, but John Kennedy will be leading the charge to insure that the business of marketing only grows in its capabilities and significance.

Sarah Manley
Chief Marketing Officer
Burberry

Burberry is deservedly heralded as a champion of digital innovation. The global luxury brand has not only reinvented itself, but has taken bold risks

in a world that has become far more socially relevant. CMO Sarah Manley, a Burberry veteran with deep roots in luxury marketing, has undertaken daunting initiatives to insure that Burberry's brand potential resonates with new generations in a fast-changing media world. Despite nearly 160 years of history, Burberry behaves in a modern way.



Today's social media aficionados may bear few similarities to the traditional Burberry trench coat wearer of earlier decades, yet the ability to create one's own bespoke trench online via "The Art of the Trench" and London Fashion Week's first ever Tweetwalk are just two ways that the brand has captured the attention of younger shoppers and fashionistas of all ages.

Although many are involved in the reinvention of any brand, it was Ms. Manley who championed the Burberry World website in six languages and 45 countries. She also advocated multimedia and 3D technology to create interactive campaigns with motion-responsive images and videos. Her global infrastructure became the foundation for the brand's digitization that has driven Burberry's marketing and communications strategy in its four key regions around the globe-- Americas, Europe, Asia and Emerging Markets.

Each region has responsibility for developing specific plans, appropriate to their part of the world, based up on

a worldwide marketing strategy. Yet, Burberry still creates a number of initiatives centrally to drive consistency—their “one vision, one point of view and one marketing” approach. It is critical, particularly in an age with such extensive online access, that in-store customers have a consistent experience whether in London, New York or Hong Kong.

In fact, Sarah Manley would admit that the company now acts in many ways more like a media brand than a luxury retailer. There’s no question that she is a keen observer of changing patterns of consumer behavior and believes that being at the forefront of digital marketing is central to the Burberry’s overall strategy.

Prior to joining Burberry in London, Ms. Manley was an executive in New York for internet luxury accessories retailer Luxlook.com where she oversaw their Public Relations and Advertising strategy. Earlier in her career, she spent four years at Yves Saint Laurent and six years at Polo Ralph Lauren, where she was responsible for all Public Relations & Advertising in the UK for both brands.



Marc Mathieu
Senior Vice President, Marketing
Unilever

Marc Mathieu often quotes Albert Einstein by reminding us that, “We cannot solve our problems with the same

level of thinking that created them.” Not only is this an appropriate quotation for someone who is often credited with reinventing concepts of marketing for our times, but it demonstrates how Mr. Mathieu cares deeply about new ideas and new values.

As Senior Vice President of Marketing at Unilever, the Anglo-Dutch giant with claim to over 400 brands and the world’s second-biggest advertising spender, he is responsible for the development of the company’s new global marketing strategy—“Crafting Brands for Life.” This is the industry’s most comprehensive program for driving consumer-led growth that is economically, environmentally and socially sustainable. It also supports the company’s growth ambition of doubling the size of its business while simultaneously reducing its environmental

impact. Unilever believes that its brands “play a major part in helping us achieve our sustainable living aims of helping more than a billion people improve their health and well-being; halving the environmental footprint of our products and sourcing 100% of our agricultural raw materials sustainably.”

“Crafting Brands for Life” embeds sustainable living through a new marketing strategy. At the heart of this dramatic, large-scale project are two pivotal elements:

It is not a “CSR” (Corporate Social Responsibility) program. In fact, Unilever dismantled their CSR department to demonstrate that “crafting brands for life” is not an “add on,” but an essential part of the Unilever ethos.

The marketing department needs to be the lead for sustainability. This may mean that an organization needs to be realigned, but it certainly requires an entirely new strategy to reinvent marketing that changes how people engage with brands.

Which brings us back to why Marc Mathieu quotes Einstein... In addition to making sustainable living commonplace, he regularly talks about two other shifts dramatically affecting marketing. The first involves emerging and fast growth markets and the challenge of reaching new consumers with different needs, while the second is the impact of social media.

Prior to joining Unilever, Marc Mathieu spent 17 years of his career in marketing roles at Coca-Cola, including SVP Global Brand Marketing, in addition to earlier positions in Southeast Asia and Division President for France & Benelux. Marc is also a co-founder of the strategic branding consultancy, BeDo, and an advisor to the social commerce start up, We&Co. Marc started his career as a marketing director at Danone.

Diego Scotti
Global Chief Marketing Officer
J. Crew

Last year—2012—was a watershed year for J. Crew and for Diego Scotti.

Diego joined the specialty retailer as Global Chief Marketing Officer to oversee all aspects of marketing in retail and direct mail for the company. Long



known for its classic clothing, J. Crew has morphed in a fashion-forward brand while also becoming a popularized favorite of US First Lady, Michelle Obama. In 2012, the specialty retailer doubled its advertising budget and went against the industry grain by using real customers in their campaign--brand enthusiasts who were accomplished individuals, rather than models or celebrities. Diego Scotti saw such "jcrewacholics" as having "an impact on our customers and culture in general."

Plus, through its new "Hello World" website marketing campaign, J. Crew launched in 78 new markets in 2012 through a new global e-commerce platform. The retailer can now market and ship to 107 countries with local language, currency and payment options.

Diego Scotti joined J.Crew as Global Chief Marketing Officer in November of 2011. Diego oversees all aspects of marketing in retail and direct mail for J.Crew and Madewell. Before joining J.Crew, Diego was Executive Director of Marketing at Vogue, where he was responsible for the overall vision and marketplace positioning of the magazine. Prior to Vogue, he was with American Express for fifteen years, where he held several domestic and international positions, departing as the Head of Global Advertising and Brand Management.



Shiv Singh
Global Head of Digital
PepsiCo Beverages

Ask people in the industry about Shiv Singh, and you'll repeatedly hear variations of the word "pioneer."

His interest lies in helping brands transform through consumer participation in digital and social media. He is quick to point out that "Brands are not defined anymore by what they do – marketing, public relations, new product launches – as much as they are being defined by how consumers perceive and talk about them. That's a huge shift in the fundamentals of marketing."

At PepsiCo Beverages, his role as Global Head of Digital spans brand marketing, shopper marketing and food service marketing across paid, owned, earned and shared media. He also leads the company's involvement with real-time marketing, transmedia consumer

engagement and new methodologies for measurement and consumer insights.

Shiv Singh not only understands the shifts now occurring in marketing and media, he is at the forefront of change by redefining how brands interact with today's digital ecosystem. Pepsi's 2012 initiative with Twitter demonstrates how the brand is an active participant in music and contemporary culture, as well as an actual producer through pop-up concerts, live-streaming, and original content. Concerts are announced on Twitter and also streamed live via @Pepsi. Twitter participants can also affect song choices at concerts. Plus, Pepsi is able to determine trending topics through the analysis of hundreds of millions of tweets via the Pepsi Pulse platform, now the Pepsi.com homepage. This effort is at the center of Pepsi's "Live for Now" global campaign that inextricably links the brand with pop entertainment worldwide.

Shiv Singh is always generous in sharing his digital knowledge. He's also the author of "Social Media Marketing for Dummies," released this year in its second edition. Prior to PepsiCo, Shiv worked at Vivaki and Razorfish for twelve years in their New York, London and San Francisco offices. His agency tenure was preceded by running his own small web development company in Boston.

Kensuke Suwa
Chief Marketing Officer- US & Europe
Uniqlo

Japanese clothing retailer Uniqlo, known for unique, high-quality, well-made clothing at reasonable prices, has made headlines for its dramatic global expansion.

CMO Kensuke Suwa would argue, though, that the hallmarks of the brand are the customer benefits, as well as the shopping experience—whether in store or online. Uniqlo recently launched its e-commerce site to support its expansion, and Suwa-san admits that replicating the feel of the store and the hands-on nature of shopping was a challenge. (Although the "Have Some Fun" Apps certainly echo the brand's personality.)

He is also an advocate of delivering the Uniqlo message appropriately to the local market, rather than



emphasizing the company's Japanese roots. Its 2012 New York effort included the "People" campaign, highlighting distinguished New Yorkers in both brand advertising and as an online destination. Suwa-san has repeatedly said, "We want to be a neighbor, a New Yorker." Other elements of the New York launch emphasized Uniqlo's philosophy "Made for All," then followed with variations like "Greener for All" and "Warmer for All." (Uniqlo states that it is inclusive of all ages, rather than targeting sought-out fashion demographics and younger age groups.) The retailer also introduced pop-up stores and "Uniqlo Cubes," featuring a key product category at trendy summer events and festivals.

Kensuke Suwa joined the company in 2001 and has led global marketing since 2007. Uniqlo, founded in 1984, now operates over one-thousand stores in a dozen countries with flagship operations in Japan, China, France, the UK and the US. Fast Retailing, Uniqlo's parent company, is targeting nearly \$60 billion in sales by 2020, which means opening 20-30 stores per year. So we expect to keep up with Suwa-san for many years to come.



Susan Thronson
Senior Vice President, Global Marketing
Marriott International

Susan Thronson is a veteran Marriott marketer who also cares about giving back to her industry. Despite a formidable job with responsibility

for leading the company's marketing strategy across 17 lodging brands representing 3700 properties in 74 countries, she has just completed a term as Foundation Chair of the Hospitality Sales and Marketing Association International (HSMAI), an organization that has provided research and educational resources for the hospitality sales & marketing practitioner.

She recently commented on the how the role of the marketing director has changed in the past 5 years by sharing three key points that are relevant to many marketers beyond the hospitality category. According to Ms. Thronson, today's marketing upheaval is characterized by the fact that the target customer is changing, source marketers are changing, and go-to-market strategies are profoundly changing.

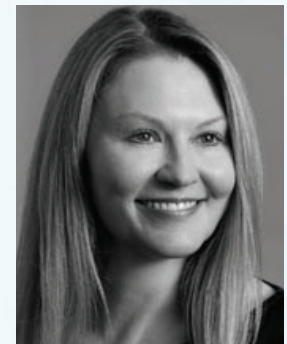
She elaborates by discussing how today's generation of travelers views services like connectivity as a right, not a perk. She adds that when people change what they value from a service organization, it undoubtedly affects the proposition of the brand. Plus, she now sees a different mix of global travelers from new markets visiting an expanding list of locations. Susan Thronson advocates becoming expert in the cultures and current events about those source markets. In fact, she believes that today's marketing directors should achieve a new level of sophistication in understanding more about the peoples of the world, while keeping up with all the new channels of communications.

Marriott is taking Susan's thinking to heart as the company has been "reimagining the guest experience" while transforming lobbies and public spaces for a new generation of business travelers who blend work and play, demand style and substance, and desire high tech and high touch. The company is introducing new concepts, such as purpose-built spaces for smaller collaborative meetings that are specifically designed for the way Gen X and Gen Y work. Marriott is also testing innovative technologies, such as applications for booking meetings on demand, to further differentiate the customer experience at its hotels.

We have no doubt that Susan Thronson will continue to not only "reimagine hospitality," but reinvent many new marketing best practices in the process.

Sarah Wyse
Head of Marketing Strategy
Coutts

There is no question that the banking industry has experienced the kind of upheaval over the last several years that has profoundly affected all issues surrounding the marketing of financial institutions. Coutts, long known as bankers to the Royal Family, is not only one of the UK's major private banking houses, but it is also the world's 7th oldest bank. Wholly owned by the Royal Bank of Scotland Group (RBS), which in turn is majority-owned by an investment arm of the British government, Coutts international



subsidiaries were renamed as RBS Coutts Bank in 2008. However, in 2011, RBS Coutts decided to drop the RBS initials from its logo and simply rebrand itself as Coutts, as the firm appears in the UK.

Sarah Wyse as Head of Marketing Strategy was responsible for the thinking behind all of Coutts marketing worldwide-- from the UK to the Middle East, to North and South Asia and Switzerland.

Certainly, the RBS affiliation had its pros and cons. It is one of the world's biggest banks with the benefits of broad infrastructure, yet it had also been associated with negative press. Nonetheless, the goal of Coutts was to reach consumers in markets where it did not have a strong share of voice in order to grow its non-UK business to roughly 60% of the total in just five years.

Sarah Wyse describes the new values of Coutts throughout the world in language that is not often used by the banking industry: connected, cosmopolitan and human. Her belief is that Coutts' contemporary principles resonate well with today's business ethos.

In fact, the move to Coutts proved to revitalize the brand. This success may also be instrumental in a bank marketing trend toward highlighting smaller sub-brands that bring new consumer credibility, rather than focusing on big bank associations. Interestingly, Ms. Wyse also admits that despite the separation of logos, there is now a greater collaborative spirit between the two brands.

PAST INTERNATIONALISTS

INTERNATIONALISTS '11: **Morten Albaek**, VESTAS WIND SYSTEMS; **Barbara Basney**, XEROX; Pete Blackshaw, NESTLE; **Kim Chrystie**, EMC; **Anna Griffin**, JUNIPER NETWORKS; **Ben Jankowski**, MASTERCARD WORLDWIDE; **Fritz Johnston**, THE BOEING COMPANY; **Susan Jurevics**, SONY CORPORATION; **Laurie Kasper**, INTEL; **Sanjay Khosla**, KRAFT FOODS; **Michelle Klein**, Smirnoff/DIAGEO; **Rob Langtry**, AUSTRALIAN WOOL INNOVATION; **James Moorhead**, GILLETTE; **Erich Parker**, DU PONT; **Sue Shim**, SAMSUNG; **Roshene Singh**, SOUTH AFRICA TOURISM; **Colin Westcott-Pitt**, Dos Equis/HEINEKEN; **Betsy Wilson**, UPS.

INTERNATIONALISTS '10: **Jon Achenbaum**, BAYER HEALTHCARE/ Diabetes Division; **Nick Adams**, WESTPAC BANK; **Scott Berg**, HEWLETT-PACKARD COMPANY; **Dwight Caines**, SONY PICTURES WORLDWIDE; **Chad Carlson**, ORACLE CORPORATION; **Julie T. Chan**, PFIZER Consumer Healthcare; **Wendy Clark**, THE COCA-COLA COMPANY; **Beth Comstock**, GE; **Trevor Edwards**, NIKE, INC.; **Katy Giffault**, HASBRO, INC.; **Kieran Foley**, DIGICEL; **Anthony Lau**, BANK OF COMMUNICATIONS; **Claire Molyneux**, PROCTER & GAMBLE West Africa; **Marisa Ricciardi**, NYSE EURONEXT; **Shawn Warren**, KRAFT FOODS Asia-Pacific; **Rahul Welde**, UNILEVER Asia

INTERNATIONALISTS '09: **Bettina Sherick**, 20th CENTURY FOX; **Christine Valls**, AMERICAN AIRLINES; **Joe Bihlmier**, AMERICAN EXPRESS; **Nicolas Maurer**, BEIERSDORF; Len Blaifeder, BNY MELLON; **Neil McGuinness**, BP SOLAR; Michael Mendenhall, HEWLETT PACKARD; Geert van Kucyk, PHILIPS; **Celine Del Genes**, REEBOK ASIA PACIFIC;

INTERNATIONALISTS '08: **Mike Paradiso**, CA; **Kristy DeMarco**, CISCO; **Mats Ronne**, ELECTROLUX; **Kathy Button Bell**, EMERSON; **Stefan Betz**, GERMANWINGS; **Vanessa Healey**, INTERCONTINENTAL HOTELS; **Mary Dillon**, McDONALD'S; **Hossam Dabbous**,



Maria Ziv
Marketing Director
Visit Sweden/ Curators of @Sweden

Maria Ziv is the bold initiator of Sweden's now famous and highly-awarded Twitter campaign that embraced

extraordinary transparency to showcase the country's core values, particularly freedom of speech, through the voices of its citizens. Research conducted by the Tourist Board found that travelers prefer to immerse themselves in a culture by getting to know local people, instead of having a "tour bus experience." As a result, a Swedish citizen became a weekly, rotating spokesperson for the official Twitter account of Sweden. Their unedited tweets served to highlight the diversity and progressiveness of Sweden through the lives and views of its people.

Weekly "Curators of Sweden" must be Swedish citizens, nominated by fellow Swedes. They must follow only three rules: They cannot promote products or services; they cannot write anything that threatens national security; they cannot break the law.

Maria's goal was to make the initiative part of a long-term communications strategy to raise awareness and curiosity about her native country. Despite occasional controversy, 68,000 followers across the globe have paid attention to Sweden, and Maria Ziv's breakthrough thinking has transformed Visit Sweden from a National Tourist Office to a communications company that is watched by the world.

Although @Sweden has numerous imitators—@PeopleofLeeds, @WeAreAustralia, @CuratorsMexico, among others—Sweden's initiative remains the only program officially sanctioned by a government.

PEPSICO; **José Romano**, SHARP LATIN AMERICA; **Cathy Davies**, SONY ERICSSON; **Mark Davies**, STAR ALLIANCE; **Babs Rangaiah**, UNILEVER

INTERNATIONALISTS '07: **Teresa Poggenpohl**, ACCENTURE; **Susan Bradley**, BOEING Commercial Airplanes; **Daniel Guzman**, DELL; **Yisell Hernandez**, Genius-KYE Systems; **Javier Diez-Aguirre**, GENWORTH Financial; **Grace Villamayor**, HERTZ International; **Amy Lou**, HTC; **Ted Chung**, HYUNDAI Card Company; **Dierdre Bigley**, IBM; **Marcus Casey**, LUFTHANSA; **Simon Sproule**, NISSAN Motor Company; **Paul Greenberg**, NYC & Co.- **Paul Greenberg**; Dr. **Greg Allgood**, P&G Purifier of Water, Procter & Gamble; **Mark Reeves**, STAR ALLIANCE; **Joe Cliff**, VISA Europe

INTERNATIONALISTS '06: **Kit Haines-Bornheimer**, AT&T; **Anja Herb**, BASF; **Rafael Gomez**, CITGO; **Helen Clark**, CHEVRON; **Kevin Brown**, Digi-Key; **Steve Wheeler**, EMIRATES AIRLINES; **David Spurlock**, EOS AIRLINES; **Urban Fjellestad**, ERICSSON; **Jennifer White**, FREESCALE SEMICONDUCTOR; **Nancy Bagat**, INTEL; **Giorgio Guidotti**, MAX MARA FASHION GROUP; **Eikoh Harada**, McDONALD'S JAPAN; **Lloyd Mathias**, MOTOROLA; **Patrick Heineger**, ROLEX; **Ian MacFarlane**, TOURISM AUSTRALIA

INTERNATIONALISTS '05: **Steve Wilhite**, NISSAN; **Peter Moore**, MICROSOFT; **Judy Everet**, SHELL; **Tom O'Toole**, HYATT; **Tony Fernandes**, AIR ASIA; **Yvonne Johnston**, MARKETING COUNCIL OF SOUTH AFRICA; **Judy Hu**, GE; **Peter Boher**, PENINSULA HOTELS; **Deepak Advani**, LENOVO

INTERNATIONALISTS '04: **Stewart McHie**, EXXON MOBIL; **Rachell Berges**, MOTOROLA; **Erich Stamminger**, ADIDAS-SALOMON; **Steve Jobs**, APPLE; **Eric Kim**, SAMSUNG; **Allison Johnson**, HP; **Anita Mehra Mohayoun**, DUBAI AIRPORT; **James Stengel**, PROCTER & GAMBLE; **Dee Dutta**, SONY ERICSSON; **Zhang Ruimin**, HAIER; **Peter Stringham**, HSBC; **Yazid bin Mohamed**, MALAYSIA AIRLINES; **Larry Light**, McDONALD'S

State of Marketing 2012

The CMO Council Calls 2013 “THE YEAR OF THE MARKETER”



ABOUT THE CMO COUNCIL

The Chief Marketing Officer (CMO) Council is dedicated to high-level knowledge exchange, thought leadership, and personal relationship building among senior corporate marketing leaders and brand decision-makers across a wide range of global industries. The CMO Council's 6,000 members control more than \$300 billion in aggregated annual marketing expenditures and run complex, distributed marketing and sales operations worldwide. In total, the CMO Council and its strategic interest communities include more than 20,000 global executives in more than 100 countries covering multiple industries, segments, and markets. Regional chapters and advisory boards are active in the Americas, Europe, Asia-Pacific, India, Middle East, and Africa. More information on the CMO Council is available at www.cmocouncil.org.

The full 2012 “State of Marketing” report includes 55 pages of charts, graphs and detailed breakdowns of this year’s study, as well as an infographic series designed to highlight budget advancements and variances over the past several years. The report can be purchased at <http://www.cmocouncil.org/download-center.php?id=249> for \$199 (USD).

According to the CMO Council, a November 2011 Gallup poll cited that telemarketers and “advertising practitioners” were rated among the least trusted professions in America. Only members of Congress, car salesmen and political lobbyists were lower on the respect tree. In mid-2012, a study by the Fournaise Marketing Group reported that 73% of CEOs believed marketers lack business credibility and were not proving to be growth generators for their companies. Headlines continued to ask about the life expectancy of the CMO, many times questioning if the position and the title should still exist.

However, the CMO believes that is long past, and states inequitably that 2013 will be the YEAR OF THE MARKETER.

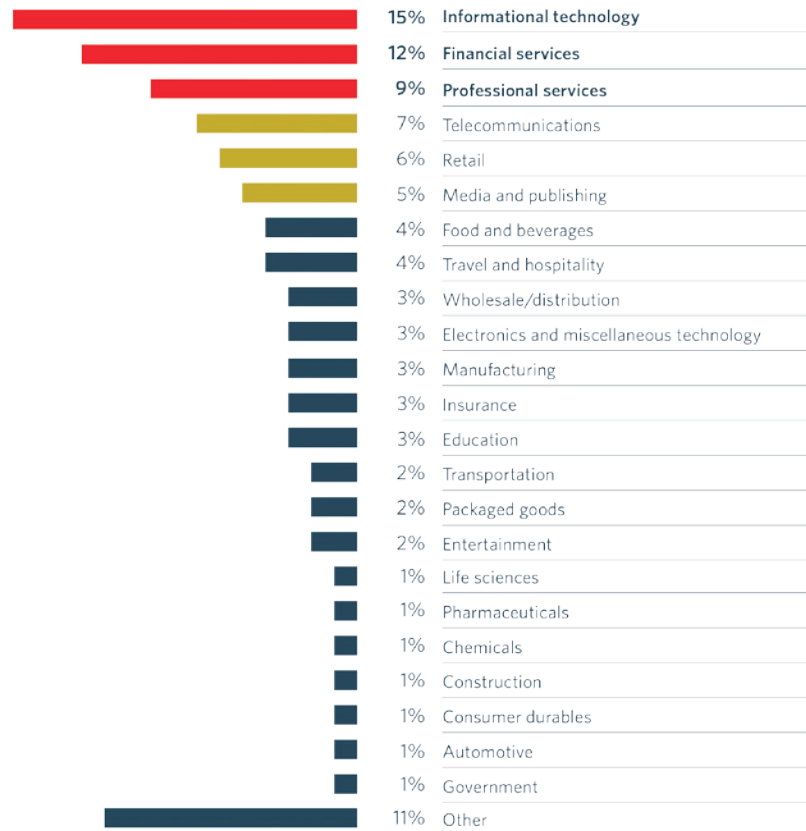
According to the 550 senior marketing executives who participated in the CMO Council’s annual “State of Marketing” study, credibility, visibility and accountability are high, compensation that is tied to the performance of the business is on the rise, and marketing’s position of being core to business growth and expansion is increasingly recognized and respected.

As a function and a leadership position, CMOs are hitting their stride. For the most part, the belief that marketing’s function is to make logos and collateral shine and give the website a refresh every year or two is safely heading into history. Today’s marketer must be a savvy strategist, customer analyst and business leader—not just a branding powerhouse and advertising genius. Marketing must do it all. But this is also precisely where some of the greatest challenges emerge.

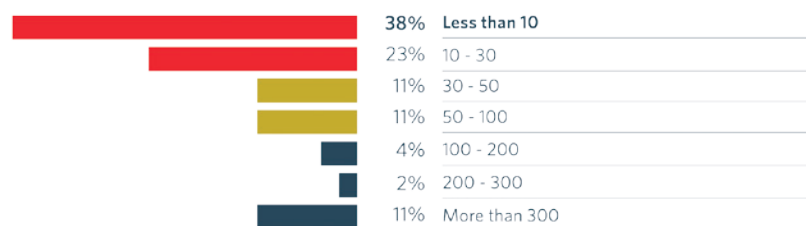
However, as marketing strives to forever secure a seat at the board table, issues ranging from budgets to organizational politics threaten to frustrate and derail the continued advancement of the top marketer.

Here are four core areas that reflected greatest interests among those surveyed:

What best describes your company's industry sector?



How large is your global marketing staff/team?



BACKGROUND & METHODOLOGY:

Each year, The Chief Marketing Officer (CMO) Council provides a “State of Marketing” report that underscores the mandates, drivers and intentions of global marketers today and as they anticipate the next 12 months. This year’s “Global and Multi-Regional Marketing Assessment” was drawn from the contributions of over 550 senior marketing executives representing North America, Europe, Asia-Pacific, the Middle East, Africa and South America.

The CMO Council also affiliated with the following partners for this year’s study: Canadian Marketing Association (CMA), Northern California Business Marketing Association (NORCAL BMA), Mobile Marketing Research Association (MMRA), Mobile Marketing Association (MMA), the Marketing Association of Australia and New Zealand (MAAZA), The Russian Marketing & Advertising Association (RMAA) and the Society for Marketers of Professional Services (SMPS). Data was collected over Q3 and Q4 of 2012 by the CMO Council, who also interpreted the findings.

A quick portrait of respondents:

- Nearly 65% of the marketers surveyed report directly to a president, CEO or chief operating officer.
- Over 30% of respondents represent companies with more than \$1 billion in annual sales; 11% represent companies having between \$500 million and \$1 billion in sales; and 30% are with companies with revenues between \$50 million and \$500 million.
- 8% have a marketing team of less than 10 people; 23% have teams ranging in size from 10-30 people; and 11% of teams over 300.

Digital Marketing Makeovers; Transition from Social to Mobile

The current state of digital marketing is one of high optimism but lacks the skillstalent, budget and platforms to fully exploit the potential of digital engagement. Only 18% of respondents rated their digital marketing performance as excellent or good, but change is eminent as 50% of marketers also indicate that a digital marketing makeover is a key transformational mandate in the year to come.

In fact, 2013 may prove to be the transition from a social-focused strategy to a mobile-dominated experience. In previous years, marketers often expressed frustration or confusion around the impact, measurability and necessity of social media. Likewise, investments into mobile advertising or engagement channels had been lower on the priority list. Of the top new marketing channels being investigated for the coming year, 63% of senior marketers are looking to social. However, this is only slightly topped by mobile, which was selected by 65% of marketers as a key area of investigation.

All of this investment into digital means that some areas of the traditional marketing mix will be hard hit. For the most part, though, traditional media defection looks to be leveling off. ***Most surprising was the one key traditional engagement channel that has maintained its position as an effective brand builder and demand generator: events and trade shows.***

Leading the Team of Tomorrow: New In-House Talent with New Skills

In order to manage this new digital engagement and operational mix, senior marketers are finding that they must also bring on new talent and skills. They are also taking steps to further personal leadership and skills in order to keep teams and lead them to advance their careers.

Half of the marketers surveyed plan to bring on new talent in the coming year, with recruitment priorities including experts in social media, marketing analytics, strategic planning, search marketing, web analytics, data management and customer insight.

These areas of skill investment are linked to the key mandates and priorities for marketers to improve customer intelligence and analytics, optimize campaign performance and marketing effectiveness, and manage key investments across digital, especially social media. What is notable is that while talent is being recruited in-house, there is indication that dissatisfaction with agency resources may be leading to fewer outsourced investments.

Across internal and agency teams, senior marketers are looking to lead by example, holding both groups accountable with metrics that are more directly tied to business outcomes and performance. This should not be a shocking revelation considering that the top mandate marketing will face in the year to come is to improve bottom-line performance. Marketers are also looking at their own leadership skills and management styles to ensure key goals are met.

Going Global with Complex Local Considerations

As the digital landscape opens a new world of opportunity for many marketers, new geographic regions will also play a role in advancing the bottom line and securing new routes to revenue. Not surprisingly, China, India and Brazil top the list of targets for emerging market growth. But most notably, close contenders in the global race are regions including Southeast Asia, the Middle East and sub-Saharan Africa.

Marketers are making these global moves mainly based on market size and potential opportunity (87%), but are also looking at economic growth rates and outlook (57%) as key considerations. However, in-country marketers warn of some key issues that could potentially stymie growth opportunities and market entries. Most notably, marketers point to weakening economies and the diversity and complexity of customer markets as the most challenging aspects within their own regions. Government bureaucracies and controls—and in some cases, high levels of unemployment as well as a discontent consumer population, as in Africa—are also significant challenges.

Despite their plans for expansion, it is clear that marketing is taking the reigns over strategy and direction for new opportunities, product launches and growth markets.

Compensation, Development and Mandate

The average CEO of a public company in the U.S. made \$9.6 million dollars in 2011. The average base salary for a CFO in a U.S.-based public company is just over \$286,000. The average base salary for a CIO in a U.S.-based public company is almost \$233,000. Despite the availability of information on these roles, little data exists about the compensation and bonus structure of today's chief marketing officer.

Furthermore, the fleeting nature of the CMO job in the past was widely known and studied as breathless headlines heralded the death of marketing and 18-month CMO lifespans. According to the respondents to this study, only 11 percent of marketers felt their jobs were at risk, although this is not to say that churn would be eliminated entirely.

Interestingly, organizational culture and senior management mindset both were highlighted as key sources of aggravation for marketers. Internal dynamics play a large role in CMO satisfaction as

30 percent of respondents indicated that power plays and internal political drama were frustrating and key sources of friction. But it is important to note that while challenged by senior leaders and corporate culture, key internal relationships that could negatively impact marketing performance do not stand out at the top of the list.

In 2007, the inaugural year of the study, 21% of marketers indicated that misalignment and an adversarial relationship between marketing, sales and the channel created a significant challenge and top frustration compared to 8% who saw this as their top aggravation in 2012. This is significant and indicated that the partnership and alignment with sales (a key priority for marketers) has improved. *In its place, however, the relationship between marketing and IT has emerged as a significant issue.*

CONCLUSIONS

As The Year of the Marketer unfolds, it will likely reveal a continued expansion of the business territory that is attached to the CMO role. What this study clearly shows is that a new breed of top marketer will require the skills, experience and leadership to be able to continue the advancement of the customer experience across a more complex, multi-channel landscape.

But this study also reveals a requirement for marketing to begin to assess what the next move might be. For some CMOs, advancing to a CEO role and serving on a corporate board are primary career goals. And as the role of the CMO continues to evolve and bring on more diverse customer, technology, analytics, finance and operational requirements, this goal is not as far off as many once felt it could be.

Using the CMO Council's own "Succeed By The Way You Lead" 4P leadership audit, marketers looking to advance will need to know where they fall across the four critical areas of leadership and strength:

- **Purpose:** Having a clear agenda and outcome-oriented mindset that constantly calibrates personal contributions, customer requirements, competitive dynamics, product relevance and market dynamics
- **Pull:** Making marketing meaningful to the organization and mobilizing stakeholders around shared values, a clear strategic direction and well-understood business goals
- **Power:** Supercharging execution around a common purpose with full organizational participation and support, including both top management and LOB teams
- **Productivity:** Managing for strong results in order to achieve the business objective, including outstanding team leadership and marketing skills



FINANCIAL TIMES & CHARLES TYRWHITT

There are few better ways to shop than by sharing a store with colleagues, cocktails and gifts of good cheer. The marketing industry benefitted this December from the Financial Times' long relationship with Charles Tyrwhitt, Makers of Fine English Shirts from Jermyn Street, London. Guests had a taste of private shopping and good spirits.

All photo identifications from left:

- 1 Len Blaifeder, BNY Mellon
- 2 Eamonn Store, MEC and Brendan Banahan, Wells Fargo
- 3 Andrew McLean, Deluxe and John Moncure, FT
- 4 Gordon Kerr, Mark Krawiec and Shane Cunningham—all FT
- 5 Andrew Sollinger, FT
- 6 Tim Mickelborough, Thomson Reuters

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*B2B OUTLOOK? OPTIMISTIC*

The business-to-business marketing community recently gathered at an annual Outlook Breakfast, presented by the New York BMA (Business Marketing Association) and unequivocally agreed that the industry's future looked bright—and far more complex. GE's Global Executive Director of Digital, Advertising & Design, Linda Boff, and IBM's Vice President of North American Marketing for Global Business Services, Matt Preschern, shared their marketing concerns and priorities for 2013, while eMarketer Chairman & Co-Founder Geoff Ramsey provided trend data on business-to-business advertising spending. In fact, b-to-b marketers are optimistic about their ad spending plans for 2013 as 49% are planning to increase their budgets over the next 12 months, while 33% are planning to increase their staff, according to a recent study by BtoB Magazine.

Pictured back row: Linda Boff, GE and Geoff Ramsey, eMarketer; Pictured front row seated: Doug Press, The Incentive Group and Matt Preschern, IBM



1



2



4



3

WINTER BALL

The IAA New York Chapter hosted its annual Winter Ball at The Pierre, a Taj Hotel in New York. The Moulin Rouge theme brought out the international media community in black tie and attracted a number of guests from around the world.

All photo identifications from left:

- 1 Sarah Dale, The Wall Street Journal
- 2 Tom Brookbanks, Starcom MediaVest Group
- 3 Deborah Malone, The Internationalist; Harmandar Singh, Sledgehammer Communications and IAA Malaysia Chapter and Mrs. Singh
- 4 Bruce Brandfon, Publicitas USA and Evan Blank, The Wall Street Journal

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PRUDENTIAL HONORED AS MARKETER OF YEAR

The Financial Communications Society (FCS) honored Colin McConnell, Head of Advertising at Prudential, as this year's Financial Marketer of the Year. The company's "Day One" ad series, created in partnership with Droga 5, was critical in determining the win. The well-crafted, emotional campaign highlighted the personal financial challenge of retirement—as a time when 10,000 people in the US now retire every day. Prudential is not only part of the solution, but helps to characterize "Day One" as a beginning.

All photo identifications from left:

- 1 Rik Gates, CNBC; Catherine Merchant-Jones; Larry Levy, LJI Associates; Trevor Fellows, Bloomberg
- 2 Catherine Merchant-Jones and Colin McConnell, Head of Advertising for Prudential & Financial Marketer of the Year
- 3 Andrew Essex, Droga 5; Sarah Thompson, Prudential; Alison Lazzaro, Prudential and Tim Hart, Financial Times





CELEBRATIONS IN DAVOS AT THE WORLD ECONOMIC FORUM

Hosted by Lionel Barber, editor, FT and Mark Hoffman, CEO, CNBC, the 2013 FT CNBC Davos Nightcap took place at the Belvedere hotel on 24th January. The FT kicked off its 125th anniversary with the preview launch of Lunch with the FT: 52 Classic Interviews to an international gathering at the World Economic Forum.

All photo identifications from left:

- 1 Richard Edelman, Edelman president and CEO, Richard Gelfond, IMAX CEO & Emma Gilpin-Jacobs, global communications director, FT
- 2 John Studzinski, Blackstone Advisory Partners
- 3 Lionel Barber, FT editor & James Gorman, chairman and CEO, Morgan Stanley
- 4 Mark Hoffman, CEO and president, CNBC, and Bill McDermott, co-CEO of SAP AG
- 5 Bill McDermott, co-CEO of SAP AG and Maria Bartiromo, CNBC anchor
- 6 James Dimon, chairman, president and CEO, JP Morgan and Mark Hoffman, CEO and president, CNBC
- 7 Olivier Fleurot, CEO of MSLGROUP & Gillian Tett, FT assistant editor



AWARDS FOR INNOVATIVE DIGITAL MARKETING SOLUTIONS

Atop New York's Times Square, some of the world's best and brightest advertisers from around the world gathered to celebrate outstanding case study winners in the 4th Annual Internationalist Awards for Innovative Digital Marketing Solutions. The Winners Gala was produced in association with BBC World News, the Financial Times and Publicitas. Wayne Arnold, Co-Founder and Global CEO of Profero, and recently named an Internationalist Innovator, served as Jury Chair.

All photo identifications from left:

- 1 Anna Chitty, PHD and Michael Litchfield, Doremus and Innovator
- 2 Eugene Varnado, DraftFCB; Jim Newcomb, Boeing; Kristi Rabska, DraftFCB
- 3 John Williams, BBC and Jan Gerits, OMD and Innovator
- 4 Aaron Gelbman, Ogilvy & Mather Worldwide; Lauren Pasco, IBM, and Rushna Waseem, OMDi London

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

2013: 5 Cities Soaring From the Ashes

This year's key word seems to be resilience, and it reflects a definite trend of extreme revival happening in the world today. With that in mind, we present five cities that are rising, phoenix-like, from the ashes, and are therefore terribly interesting places to think about deal-making in the months ahead.



Christchurch

Following a series of devastating earthquakes in 2011 and 2012, downtown Christchurch was truly obliterated. A year later, the city is presented with a rare opportunity - the chance to rebuild the central core of New Zealand's second largest city for the different needs of the 21st century.

From a cardboard cathedral to shipping container restaurants, a temporary vision for Christchurch has emerged, and its laying the groundwork for bigger thinking on sustainable development - a valuable signpost for urban futures worldwide. As the city rebuilds talk of giving up the city for lost have been replaced with talk about how to improve the city, literally from the ground up. With any luck, they'll get it right.



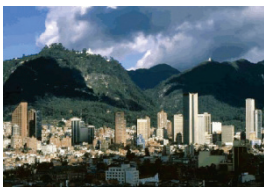
Las Vegas

Crisis breeds innovation, and few places have seen a downturn as harsh as Vegas has experienced over the last few years. Now that the "new normal" is just normal, Las Vegas is taking steps to

transform itself for better diversification moving forward.

Central to this is a \$350M plan to transform downtown into a co-working playground, centered around 'communities of passion'. Well, Vegas IS known for passion...

Its a tall order for the city of sin to magically transform into the city of sharing, but it bodes well as an attempt to embrace a more collaborative future.



Bogotá

Described by some as the ugliest city in the world (minus the mountain views), 20th century Bogotá has never been a favorite of the global jetset. Fortunately, one of the new issues facing Bogotá is growth, as

Colombia's transformation from drug den to investment darling continues to impress the world.

While the excitement for the global traveler centers on Medellín, Cartagena and those fabulous beaches, Colombia's capital city is undergoing a rebirth as well - with over 9 million inhabitants and an economy ripe with opportunity for growth.

It has a long ways to go, but the future has never looked brighter for Colombia's capital city. Added plus: its closer to the US than many realize.

New Orleans

How did America's Venice find its renaissance? The answer lies in its people - who returned after 2005's Hurricane Katrina and set about to reinvent the city they love.

While a lot of things went wrong in a slow and painful recovery, there's no doubt that the city has its groove back, with a new and improved attitude.



Those billions of federal aid haven't hurt either, serving to clean up this party city and preserve its fabulously unique culture, authentic identity all too rare (and ever more valuable) in a homogenized McAmerica.

Plus: Jazz!

Baghdad

Daily direct flights from Germany. Bankers tiptoeing in from Singapore. Oil exports to rival Saudia Arabia. A new metro and a building construction boom.



While Baghdad remains a minefield of safety, political and business risks, the reality is that the city has turned a massive corner and is well on the road to making boatloads of money for those who can navigate a razor sharp cutting edge.

The ante to sit at the table remains high, but its clear that for the first time in a long time, business, not bombs, are on the mind in once fabled Babylon.

Stan Stalnaker is the founder and creative director of Hub Culture, a real network merging the virtual and physical. Hub Pavilions are opening worldwide with workspace, online collaboration tools and support services for Hub members. He can be contacted at stan.stalnaker@hubculture.com



OPMA President David Oliver, Oliver Smith & Partners, Oliver Eills, Publicitas, with Rob Walker, Grüner + Jahr



Greg Corbett, Greg Corbett Associates with Joanne Hedges, Smyth International



Jemima Villanueva from Publicitas, and Tatjana Gaessler from IP Network



Kristina Cook from Mindshare



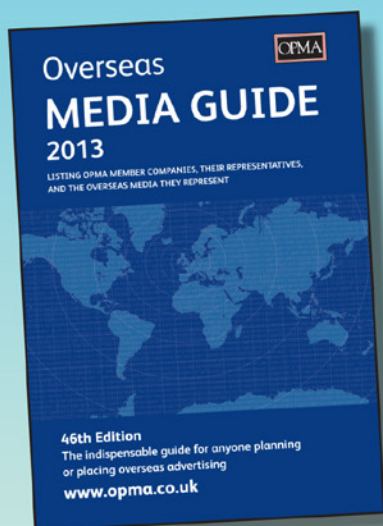
Carlos Silva from The Washington Post, and Matt Findel-Hawkins from Nikkei Business Publications

OPMA President's Lunch

Another successful event was held by OPMA, The Overseas Press & Media Association, at The Ivy, London, on 31 January.

The event was exclusively sponsored by OPMA member, Publicitas Ltd, London.

Over 100 guests, representing the world's media and international advertising planners and buyers, enjoyed the food and wine and the opportunity to renew old contacts and meet new ones at this prestigious venue.



The latest edition of the OPMA Guide was launched at the event. This 46th edition of the Guide, with its listings of c. 6000 international media, continues to be the primary source of reference for the international advertising industry.

To get your copy contact Guide@opma.co.uk or visit the OPMA website www.opma.co.uk

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