

the internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

NUMBER **71**
2014



**Digital Marketing Solutions:
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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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Blind Spots and New Ways of Seeing...

Themes of *blind spots* and new ways of seeing is the inadvertent focus of this edition of **The Internationalist** with a variety of articles that offer new perspectives for an industry often measured by the strength of its vision and its responsiveness to change.

A new survey by the ANA discusses “marketing disruption” or those forces that are changing the business landscape, and

in turn transforming marketing, particularly in terms of added complexity and shifting consumer expectations. In addition to citing how marketers are responding to disruption, the story notes five important blind spots that block the path to marketing’s full potential.

Ironically, we also move to *Battling Banner Blindness*, or how new 3D online display banner ads are literally jumping off the page and demanding attention. This innovation from Norway just might have the ability to overturn current conversations about the ineffectiveness of banner advertising.

Another unfortunate blind spot is a lack of change in consumer behavior toward sustainability, despite increased fears about the environment. The 2014 Greendex, an annual study by National Geographic and GlobeScan, measures consumer behavior in 65 areas related to housing, transportation, food and consumer goods. In fact, a market like the US, surprisingly, still ranks among the **least sustainable** of all countries since the inception of the Greendex study in 2008. Interestingly, top-scoring consumers of the 2014 study are in the developing economies of India and China, followed by consumers in South Korea, Brazil and Argentina.

The winners in our **6th Annual Awards for Innovative Digital Marketing Solutions** have demonstrated that experimentation, faster implementation and results do matter. Marketers no longer have blind spots about the significance of Programmatic, Big Data and mCommerce—terms that have moved beyond buzzwords to become the digital components of contemporary marketing. They are now implemented throughout the world to form innovative solutions that range from boosting sales to changing brand perceptions. Combined with experimentation in technology, redefinitions of content, and high-touch aspects of live events, brands in all categories are finding new ways to connect with customers—and better refine their vision of contemporary marketing.

Deb Malone
Founder

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It isn't the way that a shuttle launch looks that's most amazing it's how it feels.

I was in prime position 3 miles away to watch this great great cathedral leave Earth. For the first 20 seconds, it was almost silent. And then it hit me - a thunderous rumble so strong it turned my insides to mush. It's a feeling you'd only ever know from living it.

David Shukman
Science Editor

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ANA Survey Results Identify Five Marketing Blind Spots

The destination is clear for marketers but the path isn't...

Disruptive forces are changing the business landscape in the forms of complexity, content demands, and customer expectations, challenging marketing organizations to undergo significant transformations rather than incremental change. And while marketing leaders have a good idea of where they need to go, they don't have a clear vision of how to get there, according to a new survey by the ANA (Association of National Advertisers):

“Marketing’s Moment: Leading the Disruption.”

The survey results reveal:

- 50% of respondents do not have a clearly defined customer decision journey nor do they understand where they need to focus their marketing programs.
- 66% understand marketing disruptions and are building responses into their strategy. However, only 13 percent are taking action and creating measureable impact.
- 90% believe that active testing and learning is the number one strategy for responding effectively to disruptions. However, only 55% employ agile marketing processes (e.g., analyzing and iterating marketing plans and tactics as frequently as needed).

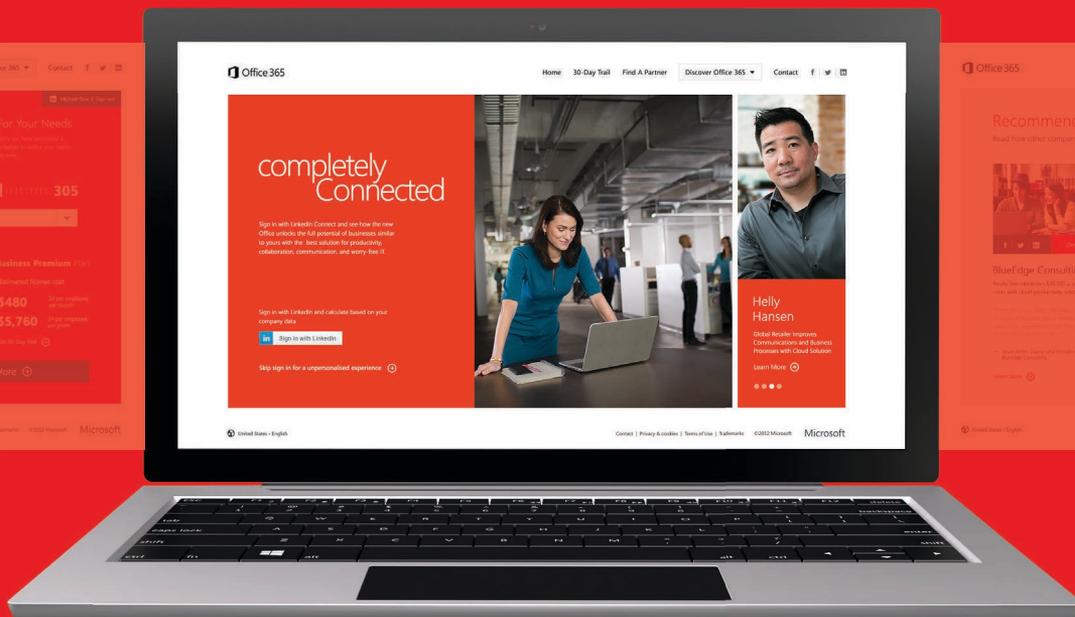
Five Blind Spots

The results uncovered five blind spots that are blocking the path to marketing's full potential:

1. **Fractured customer experience.** Marketers actively collect insights that provide competitive advantage (86 percent) and help shape business strategy (82 percent). Their role in managing the customer experience is limited in these critical areas: CRM and loyalty (66 percent), influencing customer support (66 percent), and managing the entire customer decision journey (67 percent). This reflects siloed oversight and accountability for the entire customer experience.

The numbers tell the story.

Personalizing the global launch of the new Microsoft Office 365 leveraging LinkedIn for increased engagement.



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Higher Engagement

10x

Higher Conversion

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13%

Marketers who are taking action to address disruptions and achieving measurable impact

81%

Marketers who say that need for content and new customer experiences is top disruption

84%

Marketers who do not have a formal content strategy or underlying production and distribution processes

96%

Marketers who say the ability to make data-informed decisions is the most important capability to respond to disruptions

24%

Companies that are not using data to make decisions

89%

Marketers who say training and skills development play an important role in the response to disruptions

35%

Marketers who are investing in new models for employee/worker management

2. **Content primacy without strategy & operations.** Although the need for content is one of the biggest disruptive forces, an astonishing 84 percent of marketers do not have a formal content strategy and distribution process. Developing an effective content strategy and supply chain is key to a broader customer experience strategy.
3. **Leadership/front lines disconnect.** Forty-three percent of marketing leaders said they are not empowered and encouraged to experiment and innovate, despite the importance of “test and learn” as a response to disruptive forces. Further, while 70 percent of CMOs said they employ agile marketing processes, just 45 percent of marketing VPs/directors and 50 percent of managers agree.
4. **Hiring talent — but not managing it.** While 91 percent of survey respondents expressed significant interest in hiring talent, training and skill development were rated lowest among the choices for how companies are responding to disruption. And only 35 percent are investing in new models for employee/worker management. Without attention to managing talent, companies could find that new talent is wasted or simply leaves for better opportunities.
5. **Decisions without data.** Most marketers acknowledge that data and analytics are the key to addressing a more complex landscape; 96 percent said the ability to make data-informed

decisions is their most-needed capability to respond effectively to disruptions. However, more than one-third of companies are not using data to make decisions, and almost half say they still don't have the right analytics in place.

Marketing Focus on Key Disruptors

The survey found that mobile (85 percent) is the top focus today for increased investment to address key disruptors. This is followed by content and new customer experiences (82 percent) and big data/advanced analytics (77 percent), according to the findings. Investing in new technologies (94 percent), developing new marketing models (93 percent), and hiring new talent/developing new roles (91 percent) were cited as the top three strategies for responding to disruptions today.

“Complexity and the speed of change have caused confusion, and that inhibits marketers from moving forward and setting themselves up for long-term success,” said Bob Liodice, president and CEO of the ANA. “CMOs need to take charge and effect change because the marketing organization often trails the rest of their company.”

The survey also found that the networked organization, where cross-functional teams come together for projects under a common vision, is the future of the marketing organization. In fact, over the next one to three years, the number of organizations that are networked is projected to increase from 16 percent to 63 percent.

About the Survey

The survey “Marketing’s Moment: Leading the Disruption” was conducted online between August–September 2014 among a sample of 374 client-side marketers. Respondents were drawn from the ANA Survey Community, the overall ANA membership, and supporting partners. Of those who responded, roughly a third work primarily in B-to-B marketing, another third in B-to-C, and just over a third in both. The majority of respondents are senior-level marketers (CMO, VP, Director), with an average of 30 years’ experience in the marketing/advertising industry.

Battling Banner Blindness: Cxense Pioneers 3D Display Ads

*Eye-Popping New Capability from Norway Offers
Differentiator for Advertisers*



Oslo Norway-based Cxense has introduced an eye-catching 3D advertising capability to help publishers and advertisers capture consumers' attention and combat 'banner blindness.' This unique means for creating and displaying online content offers differentiation for premium advertisers and e-commerce sites. Viewing products in 3D – without needing any special glasses or equipment – will enhance consumers' shopping experience and drive engagement.

Faced with a plethora of online ads, many consumers have developed 'banner blindness,' with lots of consumers admitting they largely ignore online display ads or find them irrelevant. The resulting challenge for publishers and advertisers is to find ad formats that engage viewers without disrupting the user experience. Cxense's 3D ads enable products and images to rotate and 'pop' off the screen, without annoying flashing, expanding or unwanted sound effects. It is a subtle yet distinct way to capture reader interest (using any type of device). Displaying

three-dimensional ads adds a premium feel to sites, and showcases the brands using this unique format.

Although 3D advertising is a new concept, interest for the capability exists in the industry. In a recent survey Cxense conducted, more than three quarters (77%) of publishing executives expressed interest in displaying and selling 3Ds ads on their sites, as long as they don't present a hassle for the publishers or their advertisers.



The new 3D capability is available as part of Cxense's advertising products, which are Software-as-a-Service (SaaS) solutions. Cxense offers industry-leading ad serving capabilities for display, rich media, video, and mobile advertising, alongside their analytics and data management capabilities. These tools enable publishers to target segments of users based on interest, intent, device, context and more.

Cxense 3D advertising details:

- No special coding requirements: 3D ads use normal HTML
- Works on all devices, including mobile, tablets and desktops
- Can be used with any size or format, including all standard Interactive Advertising Bureau (IAB) formats
- Consumers can view the 3D ads without Adobe Flash, which doesn't work on many devices

"Not only have we created this 3D ad capability, we can also help publishers target the right consumers with these eye-catching images," said Raman Bhatnagar, CEO of Cxense. "Through our advanced analytics and data management solutions, we know who is looking for what products, how best to target them, and how to present the products in the most engaging way."

About Cxense

Cxense helps businesses succeed in a digital world. Using audience data and advanced real-time analytics, Cxense creates hyper-relevant content recommendations, targeted advertising and predictive search that help increase digital revenue for publishers, and provide users with a better experience. By capitalizing on Big Data to match user preferences and create unprecedented personalization online, publishers gain more engaged and loyal readers, higher advertising revenue and increased digital subscribership. Cxense is a global company headquartered in Oslo, Norway, with offices worldwide. Customers include Dow Jones/Wall Street Journal, Polaris Media, Tamedia, AEON, Rakuten, Globo and many more. of 10.7%. This is significant when even a single percent can represent hundreds of millions of dollars of market value.

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Increased Fears About Environment, but Little Change in Consumer Behavior, According to New National Geographic/GlobeScan Study

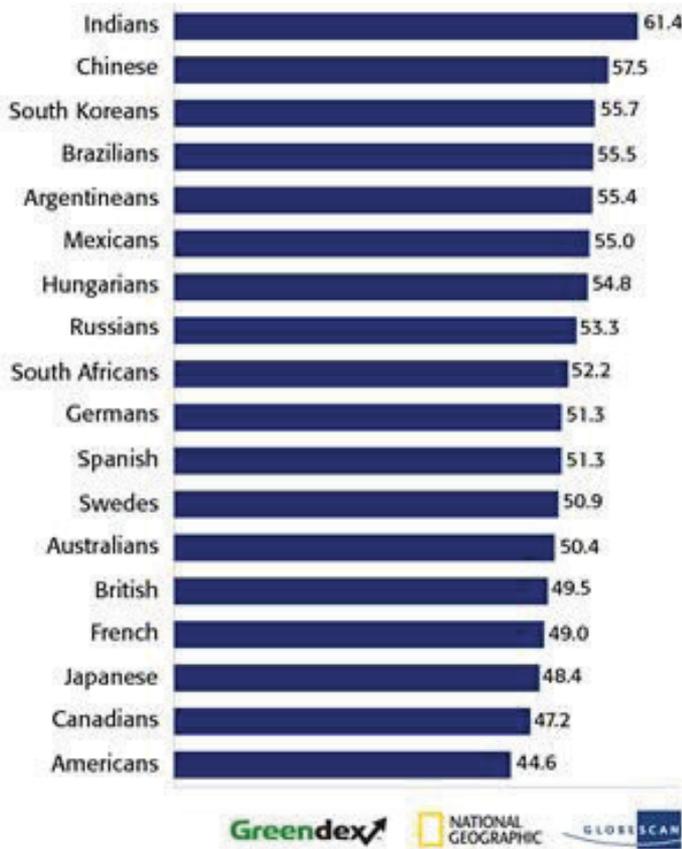
- Consumers adopting some sustainable behaviors, but change not keeping pace with concern
- Americans remain last in global consumer sustainability ranking

A new global analysis released this autumn by the National Geographic Society and GlobeScan finds that concern about environmental problems has increased in most countries surveyed, and that more people now expect global warming will negatively affect them during their lifetime than in 2012. Despite this, National Geographic's Greendex, a comprehensive measure of consumer behavior in 65 areas related to housing, transportation, food and consumer goods, shows that sustainable consumer behavior has only grown slowly.

The 2014 Greendex, a collaboration between National Geographic and global research consultancy GlobeScan, surveyed 18,000 consumers in 18 countries and is the fifth iteration of the survey, which was first fielded in 2008.

- Environmental concern has **increased** since 2012: Sixty-one percent of consumers globally now say they are **very concerned** about environmental problems compared with 56 percent in 2012.
- Compared to the study's 2008 baseline, sustainable consumer behavior has **increased** in nearly every country tracked since the first survey, suggesting consumer behavior across the world is improving, albeit slowly.
- Environmentally friendly behavior has **increased** in nine of the 17 countries that were surveyed in 2012: Argentina, Australia, Hungary, India, Mexico, Russia, Sweden, South Korea and Great Britain. However, sustainable behavior **decreased** since 2012 among consumers in five countries: Canada, China, Germany, Japan and the United States.

The 2014 Greendex



- **Top-scoring consumers** of the 2014 Greendex study are in the developing economies of India and China, followed by consumers in South Korea, Brazil and Argentina. Indian and Chinese consumers also scored highest in 2012.
- U.S. consumers’ behavior still ranks as the **least sustainable** of all countries surveyed since the inception of the Greendex study in 2008.
- More and more consumers are embracing local and organic foods and lightening their environmental footprint in the food category. Nearly all consumers believe that we need to change the way we produce and consume food in order to feed a growing population, and many say it is very important to know how and where their food is produced. Yet, relatively few people

report that they do.

- Consumers are anxious about **climate change**: Fifty-one percent across the 18 countries surveyed in 2014 believe that global warming will negatively affect their own lives, up in seven surveyed countries from 2012 and down in none.
- Furthermore, 65 percent of consumers overall believe that most scientists are convinced that **human activity causes climate change**.

“National Geographic developed the Greendex as an important tool for measuring sustainable behavior and changes in behavior around the world over time,” said Terry Garcia, chief science and exploration officer at the National Geographic Society. “The 2014 Greendex provides increased insight into what the drivers are for consumers to engage in more environmentally friendly behavior, such as peer influence and helping people see the connections between humans and the environment. This year we have seen that, although change is coming slowly, consumers are showing positive change in their attitudes about sustainable food choices; this data can help inform behavior change in other sectors.”

Eric Whan, who directs the Greendex project at GlobeScan, added, “It’s vital that all actors work together to enable substantive reductions in the environmental impact of consumer behavior around the world. The research underlines that consumers need more encouragement from peers as well as enablement and better leadership from companies and governments to lighten their own impact. That’s why the Greendex is so important.”

The Greendex was launched in 2008 to inform consumers worldwide and motivate sustainable choices. It explores individual consumer behavior and material lifestyle of 18,000 consumers in 18 countries around the world (14 in 2008), and measures the specific choices and behaviors that contribute most to a consumer's overall ecological impact — for example, the type of car you drive, the way you heat your house, the kind of foods you eat. A complex algorithm is applied to results to generate an index score — a Greendex score — for each individual respondent, which reflects the relative environmental impact of his or her consumption patterns. Individual scores are averaged to create a mean score for consumers in each country. Combined with questions about cultural drivers and perceptions, the Greendex gives a comprehensive view into the state of sustainable consumption.

Consumers can calculate their own Greendex scores on the National Geographic website and compare their scores to other consumers around the world: <http://environment.nationalgeographic.com/environment/greendex/calculator/>. They can also examine the Greendex survey results by country, measure their knowledge of green issues and get tips on living a more environmentally friendly lifestyle: www.nationalgeographic.com/greendex

The 18 countries surveyed in the 2014 Greendex were Argentina, Australia, Brazil, Canada, China, France, Germany, Great Britain, Hungary, India, Japan, Mexico, Russia, South Africa, South Korea, Spain, Sweden and the United States. Added since the 2012 Greendex was South Africa, expanding the survey's reach into the African continent.



About the National Geographic Society

With a mission to inspire people to care about the planet, the 126-year-old National Geographic Society is one of the world's largest nonprofit scientific and educational organizations. Working to inspire, illuminate and teach, the member-supported Society reaches over 600 million people worldwide each month through its media platforms, products and events. National Geographic has funded more than 11,000 research, conservation and exploration projects, and its education programs promote geographic literacy.

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General Mills Hires A Chief Creative Officer.

Is This Crazy, Or The Future?



Michael Lee is the founder of Madam, a creativity consultancy, helping marketers source and activate the creativity to drive their brands and services. A native of England, Michael landed in New York 22 years ago and spent many of those years as ECD of EURO RSCG NY creating campaigns for Intel and JPMorgan, introducing numerous Volvos to the world, establishing MCI in the internet age, overseeing corporate campaigns for Exxon Mobil, helping Jaguar become more 'Gorgeous', encouraging people to 'Talk to Chuck', launching Howard Stern up to Sirius Satellite Radio, handling a multitude of global products for Reckitt Benckiser, and The New York Stock Exchange. He's judged numerous global award shows including film juries at Cannes, the Clios and APAC's 'Spike' awards. Plus, Michael is one of the few people in the US who understands the game of cricket.
twitter: @madamww.com

This Commentary first appeared as part of the Forbes' CMO Network website, where Michael Lee is a contributor.

The appointment of a chief creative officer was announced the other day.

That's not big news if it's an ad agency appointment. But this was General Mills announcing the hiring of Michael Fanuele, former chief strategy officer of ad agency Fallon in Minneapolis, as its chief creative officer.

General Mills is a company more associated with getting America up and running in the mornings with Cheerios, Wheaties and Pillsbury dough boys. A no-nonsense food giant, whose brands we enjoy every day. I can see why Apple, Google or Facebook would go out and hire a chief creative officer. But General Mills?

I worked with Michael Fanuele when he was chief strategy officer at Euro RSCG, (now Havas). He's one of the smartest, passionate, inspiring and infectious people I've ever met in the business, and also a brilliant presenter, (and one I would never recommend following in a presentation) so I called him to get some insight into this.

I started by asking the obvious question: What on earth does a chief creative officer do within a company like General Mills? Overall he sees the role as "sending a message. A commitment from General Mills to smart, innovative business thinking and great creative execution." Adding that General Mills had made "lots of smart creative and innovative moves in the business space. Now we need to match those moves in marketing."

"...working with the brand people, to inspire and influence them..."

“That’s an important and new role, getting marketers to focus on creating great stand-out ideas, and then making sure that they’re flawlessly produced.”

Earlier this month, General Mills bought Annie’s, one of the largest organic food companies in the country, and that sounds like one of those creative moves Michael was referring to.

Going further he sees the role in a few ways. Within General Mills he sees a role “working with the brand people, to inspire and influence them.” I think he’ll be a great talent to bring in and inspire the General Mills brands. Beyond that he sees a role that starts with strong brand strategy leading directly to great work. “Agencies have always allied strategy and creative; that was my job inside the agency. Make sure that strategy allowed great work to flourish. But it’s a new job inside clients.” The important point here to me is that Michael will be focused not only on brand strategy, but production as well. That’s an important and new role, getting marketers to focus on creating great stand-out ideas, and then making sure that they’re flawlessly produced.

Within the agency partners he sees the role as one that signals the end of relationships “based on a toxic

cynicism.” And undermining the myth, “Clients think agencies don’t understand their business; agencies think clients don’t understand creativity.” In terms of getting the work better, “I’m here to help our brand people evaluate work. To move out of the kill-it culture. To help people see the difference between judging an idea and nurturing one.”

All good news to me. So is this appointment madness or the future? I’m leaning heavily to the latter.

Firstly, a big “Bravo!” to General Mills CMO Mark Addicks who made the hiring. It continues a trend of marketers bring in very creatively minded ad agency people like Jonathan Mildenhall at Airbnb, Dana Anderson at Mondelez, Ann Bologna at Trip Advisor—all senior, very creative people now having huge influences right at the center of brands.

I believe we will see more of this type of hiring, especially in companies like Kraft, Mondelez and General Mills, where their brands have been around for a while and likely need a bit of a jump start.

Marketers understand that brand management is less and less about “managing” and more and more about creating brands that believe in something, that consumers want to engage with, enjoy and share.

I’ve spoken many times about the end of the brand manager and the emergence of the brand creative director, who leads a brand like an editorial director leads a magazine, a conductor leads an orchestra, or a chief creative officer leads an ad agency.

I suppose the last question is the biggest one of all. And one that again questions the future of agencies. Have we reached a point where the most talented people in the ad business have recognized that they now, in truth, have very little influence on brands, that agencies are being moved more and more to the periphery, and that the only way they can get back to the center is by moving to the client side?

And is it the only real way for them to get back a little of the oldest aphrodisiac of all—power?

JAPAN

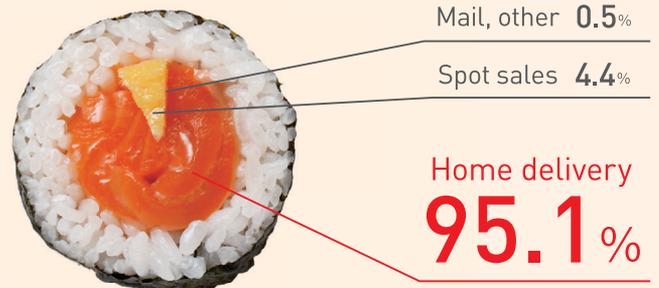
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Leading Countries in Asia in Terms of Daily Newspaper Sales (Circulation per 1,000 adults)



Source: The Japan Newspaper Publishers & Editors Association (2013)

How People Receive Their Newspapers



Source: The Japan Newspaper Publishers & Editors Association (2013)

Total Daily Circulation in Japan (Unit:copies)



Source: Japan Audit Bureau of Circulation average of Jan. to Jun. 2014

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Underscore Experimentation, Faster Implementation & Results

Terms like *Programmatic*, *Big Data* and *mCommerce* have moved beyond buzzwords. These digital components of contemporary marketing are being implemented throughout the world to form innovative solutions that range from boosting sales to changing brand perceptions. Combined with experimentation in technology, redefinitions of content, and high-touch aspects of live events, brands in categories from *Beverages* to *Beauty*, from *Health* to *Wealth*, and from *Telcos* to *Travel* are all finding new ways to connect with customers.

On November 20, atop New York's Times Square, some of advertising's best and brightest from around the world, including many of the **2014 Internationalist INNOVATORS**, gathered at an elite Winners Dinner to celebrate outstanding case studies in the **6th Annual Internationalist Awards for Innovative Digital Marketing Solutions**.

A number of trends emerged from this year's forty-seven winners:

- Programmatic buying is being cited in case studies as building efficiency, expanding budgets and getting results.
- More campaigns, particularly those associated with expanding retail solutions, are focusing on mobile and mCommerce.
- Hashtags are becoming a significant means of “marketing shorthand” and building big audiences.
- The desire to reach Millennials continues, especially at the intersection of new technology and live events.
- SXSW grows as a launching pad for brand experimentation against a tech-savvy target.
- Data—big and small—is now simply integrated into the majority of winning work as personalization becomes primary.
- Increased sophistication in multi-screen approaches is now de rigueur.
- Experiential approaches often make the most significant impressions.

This year, 176 cases were submitted from 28 different locations worldwide. All entries compete against each other as examples of innovative strategy, solutions and results. This year's winners represented the top 25% of all entry submissions. The winning cases came from Australia, Canada, China, Colombia, France, Germany, India, the Netherlands, Poland, Saudi Arabia, Turkey, the UAE, the UK, and the USA, as well as programs with a sweep across Europe, Latin America and worldwide. Sixty percent of all winners came from outside the United States.

ABOUT THE AWARDS:

Now in its sixth year, **The Internationalist Awards for Innovative Digital Solutions** are an acknowledgment of how today's marketing strategies are affected by the media and technology revolution in a Post-Digital Age. Inspiring case studies are scored for insights, strategy, and results. Unlike many awards that cite the best in a single category, The Awards for Innovative Digital Solutions enable all entries to be judged as examples of worldwide best practices and compete equally across all classifications. Winners are those with the highest point scores.

GRAND PRIX WINNERS

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2014



Hindustan Unilever, Kan Khajura Tesan— PHD India

Hindustan Unilever aimed to find a way to communicate with consumers in India's media dark markets, which represent 82 million households or 73% of the country's population. Infrastructure poses the greatest challenge for brands to converse with these markets as 33% of India experiences daily power cuts for up to 10 hours. Low literacy levels add to the complexity. So with limited access to traditional media, creating mass reach was an uphill task for brands. Yet, finding a way to connect with this entertainment-starved audience was crucial to KKT (Kan Khajura Tesan) radio was piloted in Bihar, the heart of the rural belt, which literally translates to "ear worm radio channel." Taking advantage of a rural tradition of saving money by simply recognizing a missed call, KKT's promotional message makes the process of connecting with the channel easy: "Missed Call Lagao, Muft Manoranjan Pao," which translates to "Give Us a Missed Call and Get Free Entertainment!"

When consumers got a call back from KKT, they could access 20 minutes of entertainment content updated on a weekly. The 20 minutes are divided into 17 minutes of content—from popular music, jokes, and the latest Bollywood movie releases-- and 3 minutes of Hindustan Unilever advertisements. Consumer interactions with KKT are now translated into data which is used to identify content consumption patterns and thereby deliver customized content.

KKT created many firsts for India and Hindustan Unilever—it is the first ever telco-agnostic, free-to-consumer, scalable, always-on, on-demand entertainment channel. The construct of the platform has allowed for a content exchange to take place between Hindustan Unilever and

consumers. While potential customers get unobstructed access to entertainment content at the click of a button, Hindustan Unilever gets the undivided attention of consumers during the 3 minutes of served ads. An incentivized profiling model has been put in place to constantly learn consumer content preferences and thereby deliver customized content to the listeners.

Within just 5 months of the launch, over 8 Million subscribers in two states are listening to KKT. The subscriber base has now crossed 14 million, and Kan Khajura Tesan is the single largest media channel in the states of Bihar and Jharkhand in rural India.



GRAND PRIX WINNERS

Upside Television, *Allende: And Assassinated Ideology*—Havas Productions, France

In Chile General Pinochet overthrew democratically-elected president Salvador Allende on September 11th, 1973. Rather than risk capture, Allende decided to end his life in the Presidential Palace. On the 40th Anniversary of moment in history, Upside Television in France decided to broadcast a documentary titled *Allende, an Assassinated Ideology*.

The challenge was to promote the documentary by capturing the attention of politicians, journalists and the general public while also striving to achieve a 10% increase in viewership. To do so, Upside Television had to find a new way to connect Allende's story with the audience. Today Chileans are still divided into two camps: Allende followers vs. Pinochet followers. Two opposite sides, two interpretations of history.

To promote this documentary, Upside created an innovative experiment to attract viewer attention while enabling people to discover Chilean history in a unique way by showing them BOTH sides of the story. Upside Television implemented 3D-technology that came alive through glasses that responded to red and blue filters, which acted as "revealers" for Chilean history. When red glasses were used, a viewer could only see Allende's point of view; in contrast, when blue glasses were used, one only saw the views of Pinochet. An accompanying website featured both Allende's and Pinochet's political views, and Upside Television distributed a packet of interactive 3D glasses to Chilean politicians and journalists, so they might decode the digital site.

Upside Television wanted to get people talking—and they did! More than two dozen web magazines mentioned the documentary campaign, including the Huffington Post. Most importantly, the day the documentary was broadcasted, audience engagement was 12% higher than projected.



GOLD WINNERS

Airbus, Cabin Comfort—PHD International, London

As engineering companies, most aircraft manufacturers focus their communication on technical aspects – fuel efficiencies, resale value. These concepts, however, are often meaningless to the consumer, particularly the frequent flyer. Airbus developed a strategy to communicate with Frequent Flyers in a new, more human approach by talking about what matters to them: cabin comfort.

While frequent fliers aren't decision makers in purchasing aircraft, they are becoming increasingly influential as they have started to vote with their wallets – choosing airlines and aircraft that offer them greater comfort even in the 'cheap' seats.

Most travelers believe the comfort of their experience is due to the airline's design of the plane and not the manufacturer, which isn't the case. An Airbus craft is much wider allowing airlines to install wider economy class seats. Frequent fliers are predominantly economy class travelers, i.e. not enjoying the luxuries of flat beds, extra space and free champagne.

Working with creative positioning of 'Passenger Don't Fly by Numbers' Airbus set out to create frequent flyer ambassadors for the brand. Using the Dubai Airshow, they launched their 'Cabin Comfort' strategy to drive audiences to a virtual Airbus cabin comfort hub focused on the importance of comfort – demonstrating research and facts in an entertaining and informative way. To give it credibility Airbus even commissioned a qualified sleep specialist to be the spokesperson for Airbus cabin comfort.

Airbus invested in controlled travel-specific programmatic buys; covering off essential travel environments such as Opodo.com, Skyscanner.com, flightstats.com and Guardian Travel as well as a media first programmatic buy on the Weather Channel, specifically targeting those looking to fly or the weather in far flung destinations. They also took sponsorship of Seat Guru, the world's largest airline seat rating website, further engaging those looking to review cabin comfort. Contextually targeted display messaging appeared on BBC World and CNN Travel sections.

Fifteen-million Frequent Flier unique users were reached with programmatic buying delivering over 70% of this engagement. Sixty-eight million organic impressions using the campaign hashtag #airbuscomfort and 6.6 million paid impressions dominated travel commentary within Twitter producing millions of new Airbus brand advocates.



the internationalist AWARDS FOR INNOVATIVE DIGITAL SOLUTIONS 2014

Carrefour, Allende: The 50th Year Race— Havas Media Group, France

French retailer Carrefour was celebrating their 50th anniversary. And they were challenged as a brand to

create a unique customer experience that would increase loyalty and enrich their online database. How could they celebrate Carrefour's anniversary and offer a new vision of the hypermarket combining entertainment and innovation?

French customers are emotionally engaged with their favorite shops and love spending their time shopping. However, their behaviors have changed over the past few years due to pervasive use of smart phones. Shoppers today expect more from their shopping experience, they want to buy and share products from multiple access points, not always in-store.

Carrefour decided to create an innovative 3D shopping and gaming experience to celebrate their anniversary called 'the 50th Years Race.' They inspired consumers to rediscover shopping and interact with the hypermarket in a completely different and rewarding way through a location based marketing strategy. Using Google Street View Technology, Carrefour created a social shopping experience that was accessible both physically and virtually. Utilizing Google Maps technology, they mapped every square foot of a retailer store so consumers could rotate and click their way through the entire store using their mobile or tablet. Consumers could spend time navigating the supermarket sections, discovering new products and collecting hidden gifts though this virtual game. Customers could also login to the dedicated website from their desktop at home or work, and spend time within the hypermarket virtually discovering all of Carrefour's products and services.

The experience was directly linked with the Carrefour's online store and results showed that customers enjoyed staying in the virtual store even after the game had ended. Over 10K connections were made every day, with average engagement time being 3.30 minutes per session.





Fueling Mass Multi-Channel Customization

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

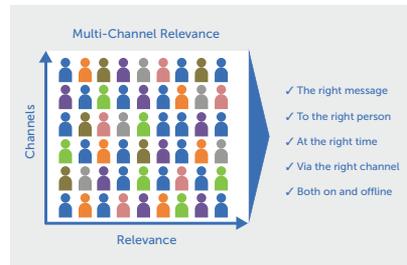
Relevant multi-channel engagement requires orders of magnitude more content.

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

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

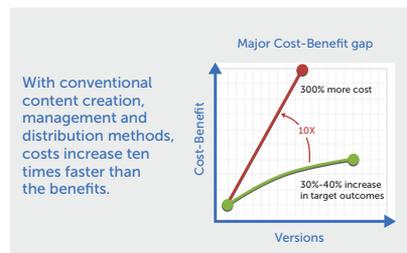
As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

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



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

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



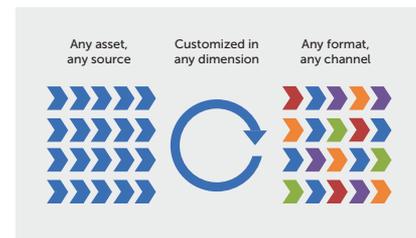
With conventional content creation, management and distribution methods, costs increase ten times faster than the benefits.

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

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

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

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



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

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

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Maximizing Value & Advantage

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

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

Representative Case Examples:

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

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

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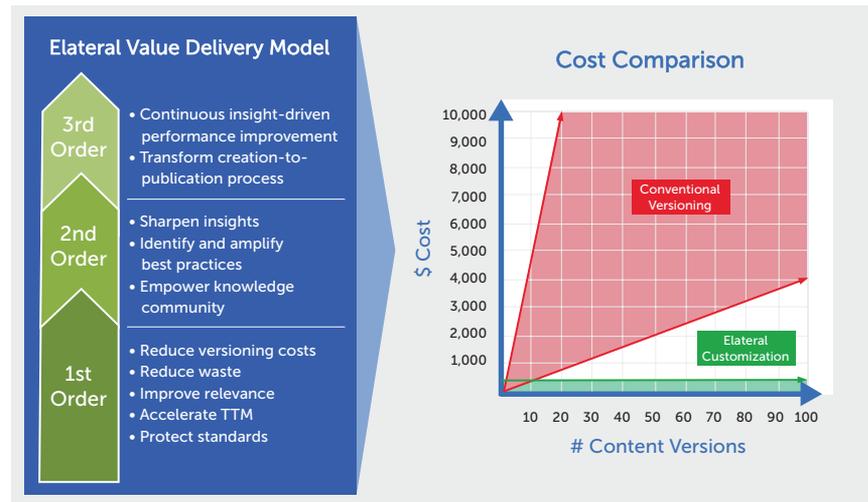
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market.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

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

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

*Patent-pending

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



GOLD WINNERS

Expedia, Modern Explorers—PHD International, London

Marco Polo, Vasco da Gama, Christopher Columbus. Much of our history is based on the courageous and adventurous acts of a few who set out in to the unknown to explore new lands. Today technology has made travel accessible to all and

we can collectively share in the experiences of others. However, Expedia needed to reclaim its position as pioneer of online travel and communicate the benefits of its new innovations, particularly its new mobile itinerary.

Expedia needed to find an engaging journey where an app would play a key role. Although

technology has changed the way we travel, our longing for adventure lives on. It's this hunger to discover and share new experiences that encouraged Expedia to reinforce the link between epic travelers of the past and the behavior of today's Modern Explorer.

Today preparation is online and on the go. Modern Explorers scour useful blogs and are focused in their quest for the best travel choices. They share their experiences through social media; inspiring friends, family – and even strangers – to follow in their footsteps. Expedia decided that four lucky travelers would get to recreate one of the most iconic trips in human history: retracing Vasco da Gama's epic route starting in Lisbon, traveling through the Canaries, around the Cape of Good Hope, up to Mozambique and finishing in Goa, India.

In partnership with Microsoft, an integrated solution for Expedia was created across Bing and Skype. One of the campaign's most innovative solutions was a shareable map. This custom Bing Map allowed users to click on all of the countries they have visited. By using the data provided, users were then served suggestions of places they hadn't been to yet, with a call to action to discover more on the Expedia website.

Microsoft also set up a Skype Q&A session, where users could send in their Skype video and Tweet their questions, and the Modern Explorers could then answer users back from the trip. The Q&As were then cut into videos so all could benefit from finding out where the best beaches were in Lisbon or best bars in Cape Town.

The Modern Explorers campaign succeeded in reinforcing Expedia's association with inspirational, rewarding travel experiences enhanced by technology. Over 7 million people were exposed to the campaign resulting in 1.8 million page views of Modern Explorer content and more than 300k visits to the campaign hub. Nearly one in ten people who visit the hub come back for more content. The map challenge has been undertaken by over 7K people, with 1 in 5 of those clicking on Expedia ads.



Google, Google Outside—OMG International, London

Google Search has shifted from being just a useful tool to actually changing everyday human behaviors. Search on mobile platforms has liberated people to make decisions on the go. However 'Googling' has become so natural that people assume all search is the same. Most simply search via mobile browsers, instead of using the Google Search App (GSA).

Google wanted people to re-think search by demonstrating the advantages of GSA, while increasing usage and improving brand perceptions. Over the years, people have forgotten how magical the act of 'Googling' can be; it provides the exact information you need immediately. Young Londoners rarely plan ahead and are always out, so they need information on the move. Google identified them as the prime audience who would most benefit from using GSA. This group also posed a challenge; their busy lifestyles led to light media consumption. Google needed to show them the magic of GSA.

So Google Search came to life through 160 digital outdoor screens in central London transport hubs, underground platforms and bus shelters. Each screen delivered content that was unique, smart, and contextually relevant. These screens created a city-wide presence, allowing Google to reach Londoners in different contexts-- during daily commutes, evenings out, or on weekend shopping trips. It was the first time DOOH (Digital Out-of-Home) screens had been converted from static monitors to local information hubs displaying real-time Search results, specific to exact time and location. The online Google Now and Google Search experience was re-created in DOOH. Over 100 gigabytes of data were generated and distributed to screens-- hundreds of times more than any previous live DOOH campaign.

The results were conclusive: 92% of people who saw it found the content interesting, 89% found it informative, 78% said they learned something new, 74% said Google helps them discover and do more and 68% found it personally relevant. Perception of Google as an innovative company increased 11 points to 81%. With 1 in 5 who saw Google Outside downloaded the Google Search App. Transport for London hailed it "the most innovative campaign ever run on our placements," and Google Outside proved it was possible to bring Google Search to the streets of London to provide assistance and inspiration, while also putting smiles on people's faces around London.

GOLD WINNERS

Grolsch (SABMiller), Choose Interesting—PHD Canada

To support the brand's global positioning as "the international beer with the most character," Grolsch became the official beer of the Toronto International Film Festival in 2012. Their task in 2013 was to develop a digital campaign to leverage that partnership and also support Grolsch's broader involvement with Canadian film and emerging filmmakers. They wanted to position themselves as the beer of choice for those who "make interesting choices."

With a core target defined as "Refiners," or web denizens who are socially engaged connoisseurs of independent film, music and fine cuisine, Grolsch tapped into the latest social trends, but avoided the mainstream to seek out interesting experiences. The Grolsch target believes that life is about the journey, not the destination, so the plan was designed not to deliver a brand message, but to provide the target with what they crave most: "interesting" content. Rather than create a website, Grolsch pushed the content out via "interesting" channels.

Grolsch collaborated with VICE to produce "Canada's New Cinema" – a series of videos featuring select Canadian filmmakers explored behind the scenes, providing an insider's look. The videos included unobtrusive Grolsch branding and tasteful product placement. All content was leveraged across all of VICE's digital outlets – website, mobile, YouTube, Twitter and Facebook – as well as via the artists own social networks. Working with ION, Grolsch created editorial content showcasing multiple artists featured at the Grolsch Open House, a brand-hosted event that took place during TIFF. Grolsch was integrated into ION's regular "Of the Month" online feature, which covered the Open House event and included in-depth profiles of the artists involved. Additionally, a custom editorial article, titled "Navigating the Discovery Series", showcased the films and filmmakers. All of this content was also leveraged across ION's social channels.

Knowing a target's passion points and partnering in unique ways pays off. Grolsch has successfully established themselves as an edgy supporter of independent film in Canada, and the go-to beer choice for their target . . . all without a brand website. The Grolsch "Choose Interesting" campaign has driven Y.O.Y growth of over 20%, received accolades from the Toronto Film Festival, marketing community and partners. While its partner programs with ION and VICE driving 4.3MM impressions against original, target-relevant content.



the internationalist AWARDS FOR INNOVATIVE DIGITAL SOLUTIONS 2014



Heineken, #sharethesofa —Starcom MediaVest,

Netherlands In Heineken, as a main sponsor of the UEFA Champions League (UCL), discovered that more than 75% of people watched the League at home, predominantly alone. They also found that instead of chatting in bars, they used their mobiles and tablets to stay connected with other fans and share insights on the match. Leveraging these second screens, Heineken could enhance moments when the game is at its best by providing fans with interesting content and banter that they couldn't get anywhere else. Content they would talk about and share. They invited football fans across the world into #ShareTheSofa.

#ShareTheSofa turned fans' second screen into an ability to chat live with some of the world's most famous footballers. Heineken's physical red sofa hosted a different footballing legend each match week. The footballers gave insights and commentary on the match and responded directly to fan questions. No question was off limits- from game predictions, favorite players, city with the craziest fans or their favorite sandwich!

Heineken made watching the UCL even better, redefining how a sporting event sponsorship can be activated. #ShareTheSofa was picked up by media in 94 countries, proving to fans there's only one beer worth watching the Champions League with.

In the end #ShareTheSofa earned over 1.2 billion social impressions over the course of the season. Each match received between 4,000 – 10,000 direct fan responses via #ShareTheSofa. Heineken's online ad awareness grew by an impressive 11%, and most importantly, #ShareTheSofa sold beer - raising purchase intent by over 7%.



GOLD WINNERS

Idea Bank, Poland, *Be Proud*

Idea Bank is a mid-sized Polish bank offering services to micro- and small-scale entrepreneurs. Founded in 2010, the bank is young and operates in the highly-competitive market of large institutions with strong brands.

As other entities from the financial sector communicate their services through product and celebrity endorsement, Idea Bank wanted to come up with a different strategy, one that could help it assert itself as a leading market player for small business owners without weighing down the budget.

Few small business are able to afford a professional advertising campaign, so the bank decided to offer them a unique opportunity to get one for free in return for supporting its services and products. The bank resigned from explicit brand communication, and instead focused on its clients and their businesses. Such an approach is highly innovative in the conservative financial sector.

Idea Bank clients were given the opportunity to promote their businesses in the mainstream media - at no charge. They also agreed to mention the bank's services and products; all advertising materials were branded with Idea Bank's logo. Idea Bank clients would volunteer to participate in the program online (via Idea Bank's website or Facebook fanpage) or in their local offices. Each selected applicant received a dedicated TV ad and a packet of online, print and PR materials. 'Be Proud' spots were distributed online and aired on nationwide TV. Promotional articles were published in the variety of magazines and newspapers (both national and regional, news and business oriented) and on the most-read Polish news sites. The full packet included social media activities and - in some cases - outdoor advertising. Many participants were invited to TV and radio shows as guests.

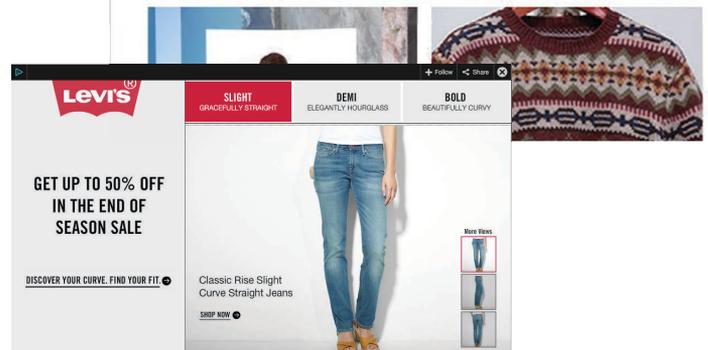
Traditionally banks have been devoted to asset preservation, granting credit and loans, and executing transfer operations. But Idea Bank found themselves on the threshold of an intelligent banking era. The bank of the future will be a participant of business conducted by its clients. It will be more than just an anonymous service provider - it will become a plausible business partner.

In the first year the bank managed to conduct over 110 micro-campaigns. Since the beginning of 2013, the number of visits to Idea Bank branches has doubled - and so has the number of its clients. The participants also observed a significant development of their companies; some of them even quadrupled their income and many expanded their businesses.



From: Levi's New Collection <Levi'sNewCollectionUK@prizes.com>
Date: Thu, Dec 5, 2013 at 1:16 PM
Subject: Find the perfect Christmas gifts with Levi's®

Find the perfect Christmas gifts with Levi's®



Levi's, eCommerce Evolution—OMD International, London

Levi's sought to convert their rich offline heritage into business growth in the fast-paced digital world. While existing efforts had proved fruitful, they understood the need to continually enhance their strategies toward "style seekers," a target audience that is increasingly digital savvy with evolving online behaviors. Consumer surveys revealed that previous online purchases were often a single-touch event; however, several channels now play a role in driving consideration and purchase. Furthermore, the distinction between online and offline is blurring.

It was time for Levi's to get personal. Levi's looked at shoppers as individuals and used data to decipher purchase intent signals. This allowed Levi's to deliver tailored creative which took into account environment and previous online behavior. Integrating brand assets into "shoppable" ads helped Levi's bridge the divide between awareness-led campaigns and eCommerce, while also leveraging brand recall among a style-seeking target audience.

Levi's also built a product look-book unit, and placed retargeting pixels within it. This smarter use of data allowed for better targeting and, ultimately, a positive user experience. And this understanding of the omni-channel shopper worked. Levi's experienced huge Y.O.Y growth—in the high double-digits.

GOLD WINNERS

Microsoft Xbox One, Face of Fandom—Starcom MediaVest Group

When a new video game console launches, consumers just want to pull it out of the box, hook it up and start playing. Yet, updates and functionality are now a part of owning a console, so there is a lot that needs to be managed for a user experience to go smoothly. With the Xbox One promising more capabilities and technology than any console in history, the opportunity for error increased by a considerable margin.

Everything had to be done to insure that first adopters, who will carry the conversation forward to the next wave of console buyers, are happy on launch day.

For the launch of Xbox One, Microsoft knew hundreds of thousands of people would be logging on at once to start their next phase of entertainment. They wanted to connect this vibrant community of first adopters and thank them for joining in from the beginning.

On the night of the Xbox One launch event in Times Square, Microsoft turned the spotlight onto its fans and honored them for being the first adopters by putting their names up in lights. As gamers signed up online and selected a new Xbox One avatar to represent their appearance, their avatars were displayed on one of the largest and most prominent billboards in the Square.

As Microsoft welcomed gamers to the new Xbox One community, fans' #XboxOne posts from Twitter, Facebook, Instagram and Vine were also displayed as a dynamic mosaic on another billboard. Fans were encouraged to sign up and post online and in and around Times Square from their phones, in conjunction with the live launch event happening in Best Buy Theater down the street with a performance by the musician Macklemore.

Not only did the display help give this community a face and a prominent outlet for self-expression; it became a recognition of gratitude from Xbox to their fans. For many, the gaming experience is a solitary one until they connect virtually with their friends and fellow gamers. This was a way for Microsoft and Xbox to facilitate connections between people and create community.

At launch, Xbox One received over 1 Million posts across social media, more than 8x the average daily conversation volume. And the consoles went flying off the shelves; over 1 Million Xbox One units were sold in the first 24 hours of launch!



Mobily, Marzouq: Rise of a Twitter Star—Initiative UAE

Mobily is one of the leading mobile telecommunications providers in Saudi Arabia. It had just revamped its customer loyalty points program called Neqaty, or points in Arabic, and needed to let its subscribers know about the new benefits.

Saudi Arabia has among the highest smart phone penetrations in the world with over 72% penetration. Saudis turn to their mobile first for anything internet related. Mobily discovered Saudis interact with three types of people online – family, friends, and celebrities. With the rise of Twitter in the region, they are now able to interact with their favorite celebrities. Mobily didn't have a celebrity spokesperson, but what if they could create one? Enter Marzouq. Marzouq is an actual customer service rep at Mobily. Mobily's strategy was to use Marzouq's charm and turn him into a Twitter celebrity.

First, Mobily set up Marzouq's Twitter profile @marzouqksa. He's a self-described 'down-to-earth-guy' who loves coffee, technology and helping people as much as he can. Marzouq's first tweets were generic in nature, but as he started to gain followers he suddenly beginning to feel famous. He then directed followers to a YouTube video link revealing him as a rising star and Mobily customer service rep who can answer any question. It wasn't long before Marzouq started getting questions not just about Neqaty, but other topics not related to Mobily. Curious Saudis wanted to try their luck at getting a witty reply from their new favorite Twitter hero. Meanwhile, followers were also seeing Marzouq's tips and tricks about earning the most Neqaty points and where to redeem them.

Marzouq's Twitter account earned more than 10,000 followers in less than a month, to date he has over 44,000 followers. The initial earned media campaign generated over 14 million impressions from over 1,300 Twitter mentions. This helped build Neqaty's member base with a 6% increase during the first 3 months.



Discounts up to 75% when shopping at Virgin Megastores between 15 June and 2 July

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GOLD WINNERS

Naked Juice, *The Power Garden*—OMD US

More than 23.5 million Americans live in a “food desert,” with limited access to fresh produce, and where people would rather follow their Facebook feed than feed a garden. Naked Juice needed to bring the growing experience to their audience, and engage through social behaviors. So Naked created the world’s first social media-powered garden, fertilized by Tweets and as much alive on the web as it was in real life.

This garden grew the six different vegetables featured in the Power Garden juice line and used a combination of motion and touch, paired with Twitter data to shape its living personality. The physical garden was located in Riverside Plaza, along a busy route through Chicago. As with any real garden, the more water, attention, and sunlight the plants received, the happier they were! The Power Garden also sensed when people passed by and literally called out to them for engagement, while also providing fun facts about each veggie. Spectators had the most fun when they touched the vegetables –each had a unique voice that responded.

Additionally, Naked Juice hosted sampling days during the garden’s lifespan, driving trial among new users. For those not onsite, the garden had its own Twitter handle, @ThePowerGarden, that responded to tweets. Any tweet that mentioned ‘water’ related keywords activated the sprinklers.

The Power Garden enabled people to literally talk to the Naked Juice brand in a new way. Allowing fans to care for the garden themselves created a deep emotional connection with the brand. Naked Juice used an advertising campaign to give back to its community – the same community that kept its garden alive on Twitter all summer. Naked Juice also donated all of the Power Garden’s crop of vegetables. Over its 55-day lifespan, the Power Garden registered over 1.3 million physical touches to its plants, captivating nearly 25% of people passing through the plaza daily.



Oscar Mayer (Kraft), #Tweet2Lease—Starcom MediaVest Group

Oscar Mayer needed to create buzz and start a conversation around the brand to make it topical and relevant. The company needed to remind consumers of what Oscar Mayer is at its core – a playful, irreverent, and beloved American brand. Working with a limited budget, they needed to drive earned exposure and create a program that would deliver more than a one-for-one ROI.

When people think of Oscar Mayer in the US, they think of the Wienermobile, one of the most iconic and beloved American brand images. It’s a goofy, silly and playful embodiment of the brand – a giant hot dog on wheels! The Wienermobile was introduced to Americans in 1936 to bring smiles to the masses in the midst of the Great Depression. The brand saw an opportunity to leverage that hot dog on wheels to start social conversations and reignite people’s love for the Oscar Mayer brand. Their idea? To give Americans the opportunity to lease the Wienermobile!

First, a parody video was created showcasing the Wienermobile’s sleek auto physique, teasing consumers that the latest hot car in the market would be introduced soon. Blind posts on Twitter were placed to pique people’s interest and speculation abounded. Was this the Porsche? 2 days later, MotorTrend made the big reveal. It was the Oscar Mayer Wienermobile, and for the first time ever, this iconic auto was available to lease on Twitter for just “140 characters down.” Consumers laughed along and Tweeted to claim their lease.

Nostalgia is a very human emotion and in re-booting something from their brand’s rich past for today’s digitally driven social world was a great way to connect with consumers and share that history. Social Media was able to bring an iconic childhood memory right to their front door.

The Wienermobile drove so much interest that the value of earned impressions doubled the investment put in by the brand. The engagement rate with the teaser tweet was over 17% beyond expectations. Brand chatter increased by 1,400% but most importantly consumer sentiment for the brand increased by 20%. And one lucky tweeter actually won – and was able to lease the Wienermobile for a day!

GOLD WINNERS

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Samsung Galaxy, *The Murderer is in your Hands*—Starcom MediaVest Turkey

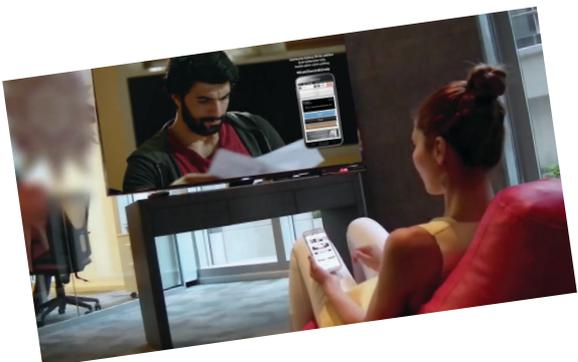
Samsung's objective was to build an aspirational brand image by communicating the unique features of the new Galaxy S5 smartphone-- such as a heartbeat sensor, finger print scanner and HDR Dynamics. The goal was also to go beyond traditional advertising to show the product's features by creating content that drives consumer conversation.

Kara Para Aşk is a popular Turkish crime-investigation drama with tremendous social conversation as the show's writers announced that the killer was to be disclosed in the season finale. So, in a partnership with *Kara Para Aşk*, the Samsung Galaxy S5 was positioned as a key to unlock the mysteries in the series and showcase the state-of-the art features of the phone.

The project started with product placements within the show that highlight Galaxy S5 features. Next came a mobile app that integrates Civolution's SyncNow® audio watermarking-based Automatic Content Recognition (ACR) technology, which enables users to interact with the TV Series while it is being aired. Synchronized with the TV scenes, the sound watermarks also activated content about key Galaxy features—so action or romance scenes, for example, triggered the heart beat sensor.

The app gave real time clues about the mysteries within the story. Users got hooked by finding clues about the killer, which also created a social conversation around the app. While the audience was watching the show, exclusive supplemental content appeared on their mobile screen. When users answered questions via the mobile app, they unlocked a secret mobisode, filmed by *Kara Para Aşk*'s director with a Samsung Galaxy S5.

The Samsung Galaxy campaign in Turkey achieved significant download & engagement rates, along with extremely positive audience social response. The app ranked as #8 in the App Store in just 2 weeks and was rated 4.5/5.0 from over 1,000 reviews. *Kara Para Aşk* became one of the most mentioned TV show in social media, while 12% of the mentions were about Samsung and the mobile app.



Sony PlayStation

PS4 Launch- Making It for the Players— OMD International London

Sony PlayStation was set to launch just a few weeks before Christmas, a notoriously cluttered time of the year. Both PlayStation and rival Xbox were ready to debut their first new consoles in 7 years, in a category-defining battle worth upwards of \$70 billion.

In the time since PS3's launch in 2005, gaming had become a mainstream activity through social and mobile media. In that same period, the number of passionate, core console gamers almost doubled. The explosion of gaming had prompted these self-classified "Players" to protect their passion and gaming identity by becoming increasingly vocal across a broad range of media channels. PlayStation recognized the importance of being a part of these player conversations.

PS4 needed to win the battle for Players' hearts by becoming the-most-talked-about entertainment launch ever. PlayStation understood the drives behind gamers' conversations, and placed Players at the heart of the campaign. Branded digital content and experiences were built around their gaming motivations to fuel chatter. PS4 developed an interactive YouTube video challenging Players to find 50 hidden pieces of exclusive content, which resulted in a total of 3.7 million minutes of play. "The Monument" was an online platform created to let Players express their gaming identity. An amazing 62,000 gamers from 150 countries proudly declared themselves Players, and their identities were shared across social channels to win prizes.

By taking an "earned first" approach, Sony PlayStation successfully showed how to out-shout a competitor with considerably larger paid media budgets. The campaign also demonstrated how a strong understanding of a target audience's online behaviors and passions could win the share-of-mind battle, instead of focusing on traditional share-of-voice. The program help to drive a record 6 million+ PS4 unit sales in just 3 months.

GOLD WINNERS

Visa, Everywhere—OMD US

Sochi had six years to prepare for the Olympics. Six years to build a platform for the global celebration of sport. Six years to deliver a single message of athletic inspiration to all corners of the world. Visa had four weeks. Visa had been an official Olympic sponsor for more than 25 years. This time, a global brand repositioning just happened to come 31 days before the Olympic fortnight was to begin. With the objective to launch this new brand identity and inspire a global audience of almost 4.8 billion viewers, the goal was to hit the ground running.

Visa decided to return to their core message, 'Visa, everywhere you want to be' and they had to use this message to light a torch that would be passed on to everyone, everywhere.

With the Opening Ceremony on the horizon, Visa's re-branding echoed globally. The idea was simple; provide inspiration in a timely fashion in response to the games through shareable and chatter-worthy content for any language or market. Through collaboration, global teams crafted an 'everywhere' framework within the core digital creative and media strategy.

High impact and massive multi-market reaching YouTube mastheads and Facebook reachblocks were put into place to capture the attention of viewers everywhere on any platform. Custom Vine videos directed, shot and produced in real-time and on the grounds in Sochi showcasing the motion of Visa athlete's everywhere. Ultimately all tactics were localized and relevant but still drove consumers to one central and customized hub; giving the campaign a global scale that didn't sacrifice a personal touch.

Visa's content produced five times higher social engagement than the second-place sponsor. With an almost-perfect 96% positive sentiment of the brand, Visa increased sponsorship awareness, brand equity and – critically – credit card transactions. A third-party study even showed that these custom executions moved fans enough to pursue their ambitions and aspire to reach their goals!



Well Point, Real Health—Rokkan

In the US, 2013 was a huge year for healthcare, with the implementation of the Affordable Care Act. Once ratified, it changed the healthcare system completely and left people with a lot of questions and not many answers. After enrollment opened, a frustrating experience with Healthcare.gov and overloaded call centers created bottlenecks and barriers for Americans to get help, causing confusion and anxiety among those seeking more information about how to purchase insurance.

Well Point wanted to kick things off socially, and developed its own content series about healthy living. This gateway, Real-Health.com serves up all things health insurance in an easy-to-understand way. "Real Health Stories," a documentary series of personal stories about life with and without coverage, was available on the site. Well Point also included a hilarious musical about everything that can make you sick called the 'ABCs of Disease'

Through Real Health, Well Point's aim has been to humanize its brands and help Americans make informed healthcare decisions. Inspiring an audience to value something enough to purchase it is the crux of advertising. With Real Health, Well Point stayed nimble enough to pivot in response to key data points, and created a roadmap that coupled each video with targeted media support and complementary social content. The glue that kept it all focused was that all initiatives—regardless of medium—eventually pointed to one place: the Well Point online hub, Real-Health.com.

Real Health successfully communicated to uninsured Americans that Well Point is a trusted source to help them understand the new law. Since launch, they have helped nearly 1 million visitors find information. And their social channels have seen an average engagement rate of 3% and more than 28 million impressions—more than any campaign in brand history.

Well Point's 'ABCs of Disease' program achieved more than 272M video ad impressions and went absolutely viral with 1.3M YouTube views. Real Health generated brand lift in consideration between 7%-32%, but most importantly helping Americans find information and stay healthy. mentions were about Samsung and the mobile app.

SILVER WINNERS

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Amplify, Amplify on Demand—Vertic
Amplify is a technology company trying to disrupt the education space with their enhanced digital curriculum. They needed a solution that could speak to teachers, parents and even students system across thousands of local school districts about their unique digital curriculum and the power it has to change the education system. Vertic created AmplifyOnDemand.com, a 3D virtual classroom that organizes Amplify's curriculum through videos, voice-over, and PDFs. And with over eleven actions per user and more than seven minutes of engagement per user on the site, Amplify is on track to accomplish their goals!

Essai Bridgestone Potenza Adrenalin RE002



Afin de satisfaire une clientèle citadine en recherche de sensations de conduite, Bridgestone vient de mettre sur le marché le nouveau Potenza Adrenalin RE002, qui annonce plaisir de conduite, maniabilité, sécurité et polyvalence. Un compromis difficile à respecter. Pour nous en assurer, nous sommes allés vérifier son cahier des charges sur le circuit d'Ascari dans le sud de l'Espagne suite à l'invitation de Bridgestone.

Situé entre le pneu de tourisme Turanza T001 et le sport Potenza S001, l'Adrenalin veut répondre à la demande d'une clientèle spécifique qui recherche un pneu aux qualités sportives, sans pour autant dégrader le confort et la sécurité sur route. Pour ce faire, les ingénieurs du manufacturier japonais ont dû remanier en profondeur les sculptures du pneu. L'Adrenalin affiche un profil asymétrique avec deux parties bien distinctes. L'intérieur du pneu est optimisé pour le sec alors que l'intérieur s'occupe d'évacuer l'eau d'une chaussée mouillée.



Bridgestone, Adrenaline in Real Time—PHD Germany
Bridgestone, the world's largest tire manufacturer, needed

to remind German driving enthusiasts that tires are critical to the high performance. They teamed up Formula 1 driver Stefano Modena with real-time bloggers who sent out live reviews of the ride at over 200 km per hour. These heart-racing posts about their experience and the tire's performance, hit over 130 leading European Automotive platforms. They made readers feel as if they were physically in the driver's seat of the car-- causing enormous buzz and a feeling of adrenaline in real time.



Brooks, Transcend—OMD US

Powered by runner insights, Brooks developed the Transcend: the ultimate float shoe. Positioned as Brooks' biggest product launch to date, the Transcend shoe launch deserved something special. In a first for both the magazine and the running industry, 1,000 copies of the March issue of Runner's World were inserted with a print ad built with an actual video screen playing 6 minutes of Transcend video content, including the world premiere of the shoe's official commercial – content that, up until this point, would have only been viewable online. The Transcend shoe accounted for 7% of all shoe transactions at retailers that first weekend alone.

SILVER WINNERS

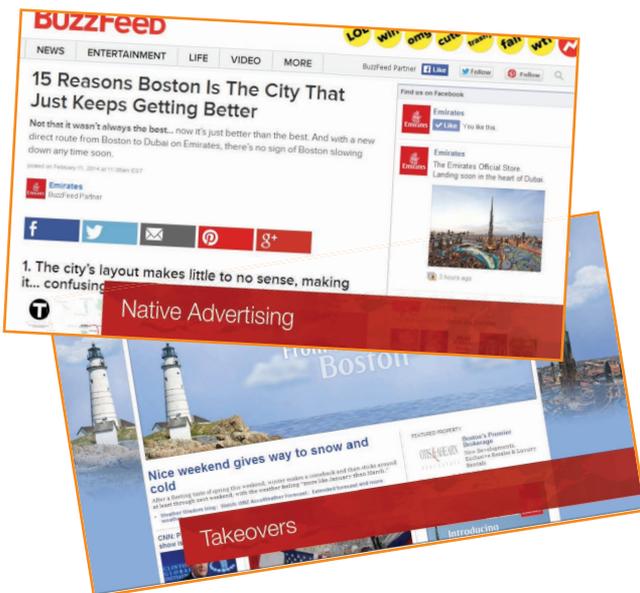


Canon, LEGRIA—PHD International London Vloggers have become the new celebrity. They are building their careers without the support of traditional media, using only a basic recording device and an internet connection. Canon launched the LEGRIA mini, a camera that lets you put yourself in the frame. Through a partnership with YouTube, Canon identified and recruited famous vloggers to get creative with the LEGRIA mini through their original content, while offering aspiring vloggers a “once in a lifetime” chance to get behind the scenes of the platform that could make them famous. The campaign generated more than 5.6 million video views, on top of views generated through vlogger-owned channel. Canon also generated huge demand for the product.



Claro, Talion—Havas Sports & Entertainment

Audiences are changing the way they consume video. In Colombia, mobile adoption is higher than 100%. Claro, the largest Colombian mobile carrier, wanted to create a TV series of quality content to be delivered exclusively through mobile devices-- to engage users while also being attractive to brands who would advertise with the project. Tali3n was launched, the first series created in HD for mobile devices. With a cast comprised of characters well recognized in Latin America, 12 episodes of 2 minutes each were delivered weekly to Claro’s users for free. The project was a hit-- more than 80,000 subscribers engaged with the new service generating 24,000 likes on Facebook.

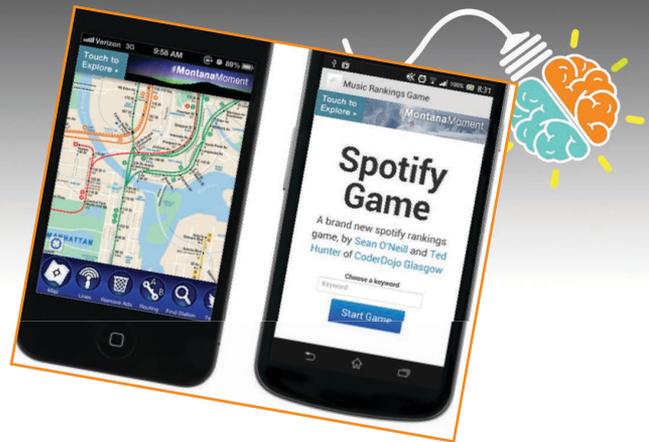


Emirates Airline, Hello Boston, Hello Tomorrow—Havas Media Group

Emirates Airline’s mission was to encourage Bostonians to fly with them. And Boston’s reputation for intellect guided their approach. Boston’s Red Line became the ‘Emirates Line’ – with media blanketing every station featuring the ‘Hello Tomorrow’ campaign messaging. Emirates Airline also partnered with Mashable, driving engagement via a Mashable ‘Hackathon’, connecting Emirates with coders with the goal of creating a new travel app. The airline reached food innovators by partnering with Boston Magazine to create the Emirates Spring Food Bazaar. Emirates is already upgrading their Boston planes for 40% more capacity due to such strong sales!

SILVER WINNERS

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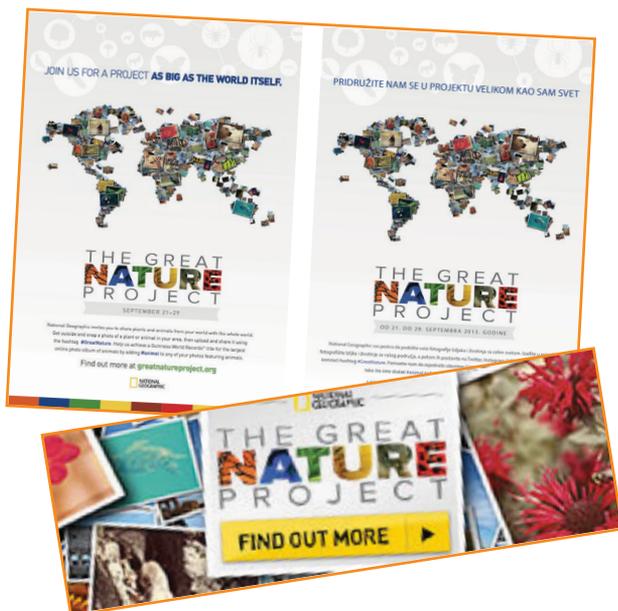
Hindustan Unilever, *Be Beautiful*—Vlog On—PHD India

Having created an award winning mass consumer engagement platform with BeBeautiful.in, it was time for Hindustan Unilever's beauty brands to take the next leap into a more credible, yet relatively un-chartered territory-- video blogging. Indian beauty bloggers still have not embraced the wave of vlogging or video blogging. Unilever saw this as an opportunity to bring together the next wave of bloggers on a single, unified platform by empowering them and opening doors for them. They partnered with Google, so that BeBeautiful could conduct a video MasterClass with bloggers. This dynamic, new enhancement helped to grow the Unilever BeBeautiful channel to over 31,000 subscribers and 11 million views.

Montana Office of Tourism,

Geofencing—Spark- Starcom MediaVest Group

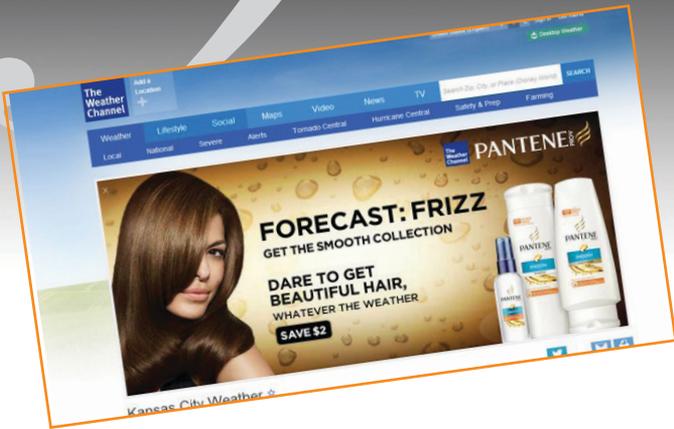
Montana wanted to connect directly with skiers while they were skiing or immediately afterwards, because as all skiers know, the first thing a skier thinks about after they're done hitting the slopes is what mountain they will conquer next! Spark used geofencing to create location-based advertising campaigns on mobile devices. Mobile ads were served to consumers near outdoor and ski retailers, as well as at key airports, heavily trafficked ski regions, and ski resorts in Montana's feeder cities. With an estimated \$25K spend, Montana experienced a 1.7x lift in visitation from those who saw the ads and eventually visited the state.



National Geographic Society, *Great Nature Project*

In an unprecedented initiative to capture the Earth's biodiversity, the National Geographic Society invited the whole world to take part in their Great Nature Project. Anyone with a mobile phone could post photos of plants and animals to social media platforms such as Twitter or Instagram using the hashtag #GreatNature. Notable participants such as Michelle Obama, Selena Gomez, and Joe Jonas helped National Geographic achieve the Guinness World Record® title for the Largest Online Photo Album of Animals! To date, the Great Nature Project includes more than 320,000 photos from all over the world, and will continue to celebrate our planet's incredible biodiversity for years to come.

SILVER WINNERS



Pantene (Procter & Gamble) *Your Local Haircast*—Starcom MediaVest, ARC & Leo Burnett

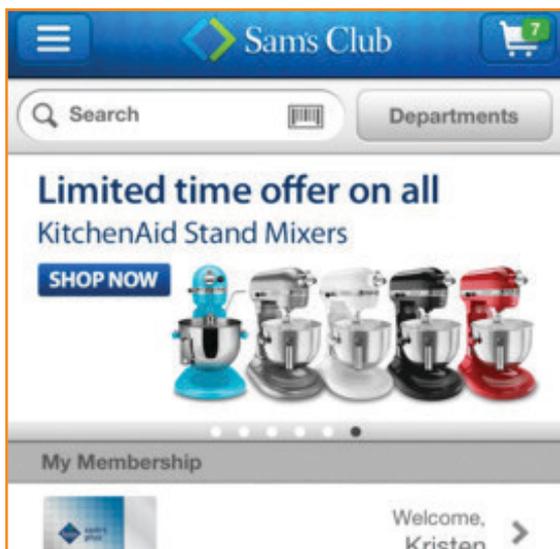
Pantene understood that weather can cause a “bad hair day,” so the brand created real-time hair forecasts, or aptly named haircasts, to help women maintain beautiful hair, whatever the weather, with personalized Pantene product solutions. The brand teamed with The Weather Channel to power these ingenious haircasts, which were hyper-targeted via zip code to maximize location relevancy across Mobile, Tablet, Desktop and TV. And because weather can be so unpredictable, Pantene also provided a quick fix for any condition at the local Walgreens. Pantene successfully made checking their haircast part of women’s daily routine and inserted themselves into today’s social vernacular. The monthly volume of #haircast tweets increased by 7,441%.



Pepsi, *Bioreactive Concert at SXSW*—OMD US

Pepsi was looking for a new way to leverage their long association with music and to connect with fans at live experiences in an authentic way. At SXSW 2014, the brand set out to rethink the typical live music experience and integrate fans into the show like never before.

Pepsi and famed DJ/producer A-Trak teamed up to provide a groundbreaking bioreactive concert experience that integrated state-of-the-art wearable technology into the performance. Concertgoers received Lightwave wristbands that monitored their heart rates, movements, and body temperatures which directly influenced the concert. Wristbands were synched up to the audience’s social media accounts, allowing Pepsi to give shout-outs to fans, while relaying data in real-time to A-Trak, so he could adjust his set to mirror the audience’s mood.



Sam’s Club, *Holiday 2013 Mobile Web Campaign*—Rockfish

In September 2013, Sam’s Club leadership tasked Rockfish with improving conversion rate on its mobile website (m.samsclub.com) for Holiday and beyond. The goal was to target Sam’s Club mobile shoppers and potential shoppers who were purchasing during the holiday season, including Black Friday, one of the busiest shopping days of the year. With less than two months of available engineering time due to a firm Black Friday deadline, Rockfish resolved over 100 tasks in three sprints, which greatly improved the user experience for millions of Sam’s Club members and positively impacted revenue for the business.

SILVER WINNERS

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Samsung Galaxy S4, *Fireworks*—Starcom MediaVest

Samsung needed to show non-Galaxy users what they were missing out on by giving their current Galaxy users a chance to show their friends something incredible. For the Millennial target audience, live music festivals are the ideal place to start a dialogue and create an unforgettable moment. Samsung designed an exclusive EDM music festival in New York featuring the artist Zedd. They made the experience customizable by allowing concertgoers to choreograph the concert's fireworks displays from Galaxy S4 phones—something never done before. Brand awareness increased 6% among the target audience, while 90% of the 3,000+ festival attendees set off the fireworks using the Galaxy S4.

Samsung, *Keeping up with the Fans*—Liquid Thread/Starcom MediaVest Miami

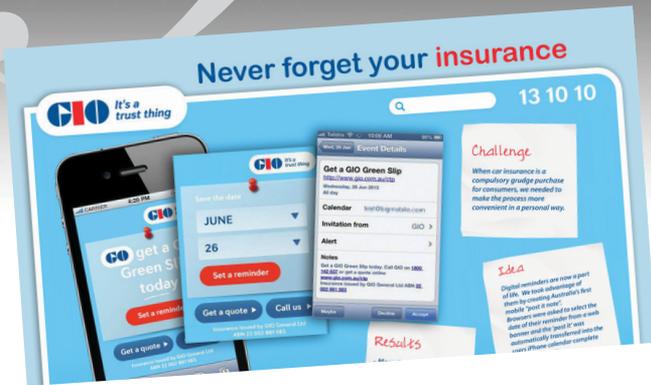
Playing with a home field advantage in a World Cup year, Samsung Latin America took a step beyond news and updates by connecting fans with the game they love. They created samsungfutbol.com, a transmedia platform and app inspired by the passion and love that Latin Americans have for soccer. The app's design is social with multiple ways for fans to be connected with friends while enjoying regional content, real time stats, social rewards and conversations. Results showed the campaign received more than 5.8 million unique page views and reached over 4 million users, 79% of them new!

Shell/Pennzoil, *Mario Karting Re-Imagined*—MediaCom

Pennzoil wanted to re-imagine motor oil and was preparing to launch PurePlus, a ground-breaking new motor oil made from natural gas. Unfortunately, consumers tended to be apathetic about motor oils. Pennzoil needed to get people talking while also outlining the benefits of PurePlus technology.

They chose SXSW Interactive, the tech/innovation festival, as their platform. Next, they tapped into nostalgia by partnering with Nintendo. Pennzoil brought to life the world's most popular video game with the first-ever real-world Mario Kart racing! By implementing an unexpected and refreshing partnership between Nintendo and Pennzoil, PurePlus appealed to a new, younger audience that understood the connection immediately.

SILVER WINNERS



Suncorp GIO, *Post It Note*—Starcom MediaVest Australia

When is your car insurance due? No idea? Can't remember? Don't care? In this environment, how could Suncorp GIO ensure it was talking to the right customers at exactly the right time to switch? They knew that if they could impart a meaningful message at a very precise time, consumers would respond. They found that personal touch by creating Australia's first mobile Post It note, an always-on personal reminder from GIO that would be there at renewal time! The results were outstanding, with the mobile Post-it notes delivering more than four times more calls per dollar spent and a Cost per Acquisition that was 75% lower than their print campaign.



VMware, *The Great IT Trick*—PHD US

Professional certifications are good ways for IT workers to easily demonstrate their proficiency with highly technical software programs. So VMware re-launched their certification program as VMware Certified Associates. While offering a discount on these new exams for the first four months, VMware knew through customer insights that IT pros are great procrastinators. They needed to create a greater sense of urgency by setting an artificial end date to the discount offer. By "crying wolf" on the campaign duration, they increased the sense of urgency, and were able to drive increased frequency by adding a layer of retargeting media which helped serve reminder messages. And they succeeded by exceeding their goal by 37%.



Vodafone, *Vodafone Firsts- From Known to Loved*—OMD International London

Many consumers believe that all Telecom companies are the same and the only differentiator is price. Vodafone wanted to be more than just known; they wanted to be loved. The solution was "Vodafone Firsts" – a brand engagement digital platform that is true to Vodafone's brand purpose of being confidently connected. "Firsts" is driven through inspiring content that people want to watch and share; extraordinary events audiences want to be a part of- like the celebration of extraordinary people and their ambitions to make their own Firsts happen. Firsts has re-written the Vodafone marketing communications playbook with a shift away from large scale TV campaigns and sponsorship badging across 17 markets globally.

BRONZE WINNERS



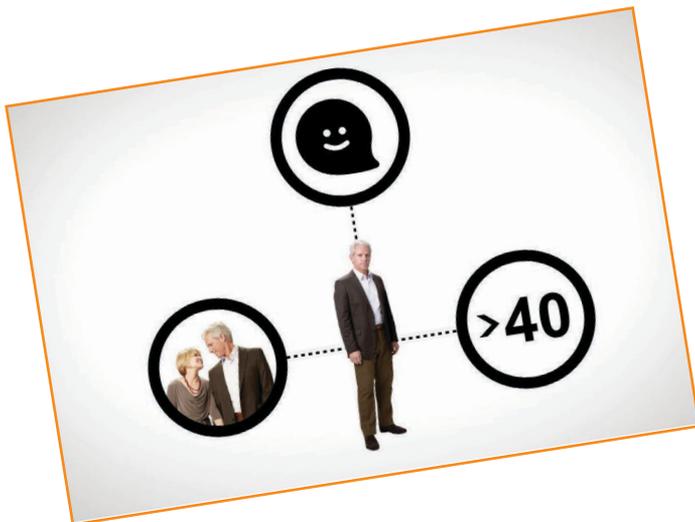
SILVER WINNER

Walgreens, *Delivering Relief*—OMD US
 Walgreens wanted to make it as easy as possible for sick consumers to get relief. They partnered with popular app TaskRabbit, a leading delivery and task service available in 18 US metropolitan areas. TaskRabbit dedicated a custom portion of their “Task Wheel” to ordering cold and flu medicine from Walgreens. Consumers could post their order for medicines to the TaskRabbit community and negotiate with one of the service’s trusted Rabbits for delivery. This integration was TaskRabbit’s first-ever retail partnership, which aligned the Walgreens brand with innovation, efficiency, and as a friend to help when you are in need. Plus, the average Walgreens’ basket size of TaskRabbit purchases doubled Walgreens’ average amount spent!



Dubai Media Incorporated (DMI), *Shaabiyat Live Cartoon*—Initiative MENA

The month of Ramadan is a key media consumption period throughout the Middle East when TV networks release their best programming. Dubai Media Incorporated produces an animated program called Shaabiyat al Cartoon, but it needed to be rebooted for younger viewers who spend more time online. They created an interactive experience through a mobile and social app where viewers could “cartoonize” themselves along with friends and family members as characters in Shaabiyat. It became the top rated show within the UAE during Ramadan!



Eli Lilly, *Get It Out of the Way*—OMD International London

Getting men to visit the doctor is difficult even in the best of circumstances...let alone encouraging a visit to discuss Erectile Dysfunction (ED) and Benign Prostatic Hyperplasia (BPH). In fact, research has shown that it can take an average of 2 years to seek treatment for these conditions, with many men not seeking treatment at all, as they often wrongly view it as an untreatable part of the natural aging process. Eli Lilly created multi-touch point and one-to-one communications on a very personal subject through trusted health resources. Those exposed to the campaign were 45% more likely to visit their GP!



BRONZE WINNERS



GE, *Afternoon Mo Joe*—OMD US

In a digital world, why shouldn't a morning TV show provide insights all day? GE wants to connect with business decision makers, improve news consumption and be positioned a thought leader. MSNBC's Morning Joe has a strong following of business decision makers, but the news doesn't just stop at 7am. GE helped NBC News extend Morning Joe beyond the 6am broadcast to other platforms with exclusive digital content through a program called Afternoon Mo' Joe. A series of custom on-air segments jump-started the program, along with weekly, short-form refreshed digital content. Afternoon Mo' Joe drove an extraordinary completion rate, and among the highest across all NBC-GE programs in 2013.



KFC Arabia, *SmileOMeter*—Initiative UAE

To celebrate KFC Arabia's 40th anniversary in the region, KFC used social media to leverage the contagious power of smiles to spread their existing 'So Good' message. They developed an augmented reality Facebook app where these super fans could use their smiles to compete for prizes. Half-hearted smiles just wouldn't cut it – KFC fans needed to smile BIG! Smiles with the most likes were then entered into a drawing where lucky winners were rewarded iPhones and KFC food prizes. The smile campaign helped KFC Arabia reach a new milestone of over 2 million super fans!



LoopNet, *Using 1st Party Big Data to Drive User Engagement*—Just Media

LoopNet, the #1 commercial real estate service online, had hopes of improving their retargeting efforts by gathering more data about their users' actions online. Ultimately, LoopNet wanted a strategy that would deliver a personalized message to each visitor that encouraged a return to the site with an upgraded professional subscription. Variables related to both geography and property type, enabled a LoopNet algorithm to predict which ad message and property mix would be most attractive to each individual user. The ad server was able to deliver dynamic and personalized ad creative in real time. This creative was then integrated into the agency DSP to retarget users across the web in real time.

BRONZE WINNERS



Snow Beer, Courageous Adventure over the Himalayas—Havas Media Group China

Snow Beer inspired young, urban consumers in China to identify with the brand's adventure platform—even when extreme sports didn't speak to their personal identity or daily lives. The brand got adventurous and came up with a concept to create "DNA tests" that would reveal everyone's adventure identity. By scanning profiles on Sina and Tencent, China's largest social media channels, Snow Beer used data-mining technology and high-frequency keywords in users' micro-blogging history to determine adventure types for a virtual journey over the Himalayas. Nearly 3 million people participated in the The Snow Beer Courageous Adventure game, which succeeded in getting more mainstream consumers to identify with the brand.

Sony Entertainment Network, PlayStation Festive Sale—OMD International London

The Sony Entertainment Network is an all-inclusive entertainment suite and online store, comprised of the latest movies, TV programs and music. The real gem in the service is that you can purchase, download and play Sony PlayStation games immediately. With December being the most important time in the year for sales, Sony took a new approach to holiday sales by thinking like a "gamer." Through programmatic media and dynamic creative that allowed communication optimization to happen in real time, they engaged with a gamer audience that already was familiar with the product, in their space and on their terms. The results? Sony Entertainment Network's most successful sales campaign to date.



Weleda, TV Meets Second Screen—PHD Germany

When you're a strong organic brand, but don't have the huge budgets of mass cosmetic companies, how do you compete? Weleda created the 'WyWy-App,' so that a Weleda TV-spot was automatically recognized by a mobile device which initiated the transmission of digital, mobile Weleda content through real-time-bidding. So while watching the TV spot in the ad break, Weleda enabled its audience to see synchronized Weleda communication on their second screen devices as well. The program produced big jumps in reach, purchase intention and positive brand attitude and engagement!



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The Death of Privacy



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On August 12, 2014, with little fanfare or commentary, Delaware Governor Jack Markell enacted the nation's first law, the "Fiduciary Access to Digital Assets and Digital Accounts Act,"¹ that permits access to digital accounts and devices of the deceased or incapacitated. Even though there has been little published on the new law, it represents a monumental forfeiture of individual privacy.

We have all spent a lifetime emailing, searching the web, engaging in social networking, compiling a variety of confidential accounts including: healthcare, insurance, financial, tax and retail, or any other possible configuration of on-line activity. We have done so under the belief that this on-line activity is highly private and held in strict confidence.

As of January 1, 2015, Delaware residents who are relatives or estate representatives will be given full access to the decedent's lifetime of online "digital assets and devices". Digital assets include every possible electronic configuration and are defined broadly to include data, texts, email, audio, video, images, sounds, social media and social networking content, health care and insurance records, computer codes and programs, software and software licenses, and databases, along with usernames and passwords.² These digital assets will be accessible to heirs to the same extent as the deceased person's physical and tangible assets without restriction or limitation. In short, everything that was thought to be private during a persons' lifetime, will be made available to estate representatives, trustees and relatives.

What is staggering is that no consideration of privacy factored into the legislation. Rather, merely the consideration that estate representatives would have a much easier time administrating the deceased's on-line accounts.³

The result? A complete post-mortem forfeiture of individual privacy. But what about highly confidential electronic communications made to the deceased by third-parties who are still living like, doctors, lawyers, psychiatrists, and clergy. None of these communications have to do with estate administration. What also of the absolute privilege that attaches to these communications? Finally, this new legislation appears to be in direct conflict with the 1986 Federal Electronic Communications Privacy Act that provides that information can only be disclosed with consent from the user. There is no legal precedent as far as I am aware that states that dying constitutes legal consent. This legislated mandate of unmitigated disclosure of personal information is an unprecedented loss of individual privacy.

People will now be required to take action to safeguard their personal information as a part of estate planning, by segregating and destroying all evidence of electronic communications which are intended to be confidential, while preserving access to electronic accounts which an estate representative would normally be required to administer.

After death administration of social media has first appeared in Japan, where Yahoo Japan has introduced, "Yahoo Ending," a service that will help users "solve problems in the last moments of life." The service will delete messages stored in a user's account, terminate any billing connected to Yahoo, and allow users to create a memorial tribute site where they can leave farewell messages.⁴ Upon signing up for "Yahoo Ending," a user receives a unique number and instructions to give that number to a trusted person who is in charge of informing Yahoo Japan of user's death. Once the user's death is confirmed, Yahoo Ending will send out an email written by the deceased informing contacts of his or her passing. This way, control of the account remains in the hands of the deceased. It will be imperative to conduct this sort of planning here in the United States if laws like the Delaware "Fiduciary Access to Digital Assets and Digital Accounts" continue to be enacted.

As more and more people continue to create vast online presences, the law must continue to develop and find a way to allow users to create comprehensive digital footprints, filled with confidential communications, while still preserving individual privacy.

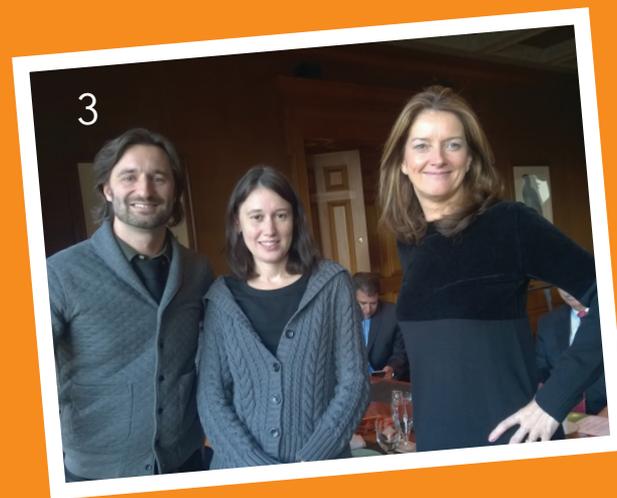
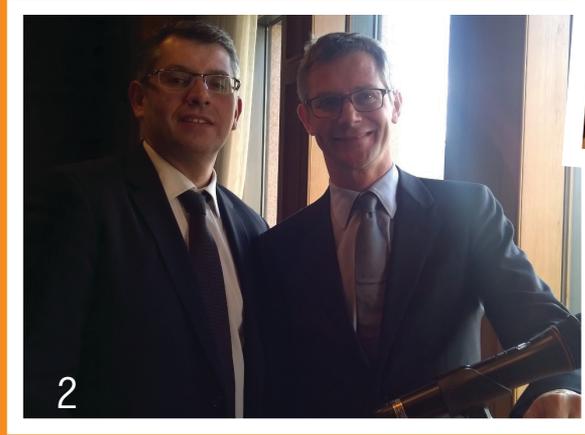
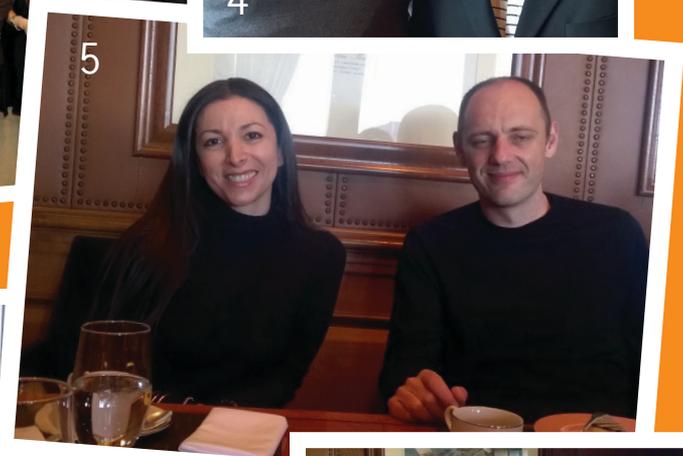
¹ Amendment to Chapter 50, Title 12 of the Delaware Code.

² Fiduciary Access to Digital Assets and Digital Accounts Act, [http://www.legis.delaware.gov/LIS/lis147.nsf/vwLegislation/HB+345/\\$file/legis.html?open](http://www.legis.delaware.gov/LIS/lis147.nsf/vwLegislation/HB+345/$file/legis.html?open)

³ Delaware Gov. Markell relied on the public's changing relationship with the Internet as the basis for enacting the bill stating, "[a]s we conduct more of our professional and personal business online, we must also change our laws to match the reality of how people live in the 21st Century

⁴ Yahoo Japan Will Make Sure Users' Digital Lives Die When They Do <http://abcnews.go.com/Technology/yahoo-japan-make-users-digital-lives-die/story?id=24570476>

PEOPLE AND PLACES



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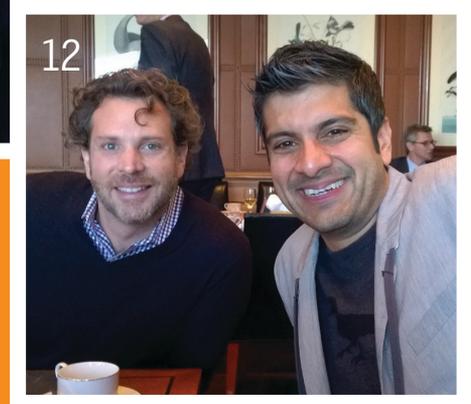
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Pictured left to right:

- 1 Some of the 2014 Innovators from around the world on stage in New York's Times Square: Craig Elimeliah, RAPP; Juan Davila, LiquidThread/SMG Latin America; Greg Fischer, Swirl; Peter Magnani, Omnicom Media Group EMEA; Sergio Gordilho, Africa; Krisztian Toth, Possible; Shaffia Sanchez, Magna Global; Vladimir Djurovic, LabBrand.
- 2 Peter Magnani and James Jennings- both Omnicom Media Group Europe
- 3 Alex Hall, TigerSpike (Innovator 2011); Christine Whalen, American Express; Susan Avarde, Citi Group
- 4 Sergio Gordilho, Africa and Tim Love, TimLoveldeas
- 5 Shaffia Sanchez, Magna Global and Dimitri Maex, OgilvyOne (Innovator 2013)
- 6 Deigo Fabregas, Netcom and Juan Davila, LiquidThread/SMG
- 7 Craig Elimeliah and Monique Cranston- both RAPP
- 8 Elliot Lum, Sony Music and Jui Nasomyont, Avon
- 9 Natalie Bokenham, UM (Innovator 2014) and Brendan Banahan, The Internationalist
- 10 Tim Mickelborough, The Global Marketing Exchange and Ken Robinson, ArkAdvisors
- 11 James Jennings, Omnicom Media Group Europe; Vladimir Djurovic, LabBrand; Chris Copeland, GroupM Next (Innovator 2014)
- 12 Greg Fischer, Swirl and Saneel Radia, Finch15 (Innovator 2009)

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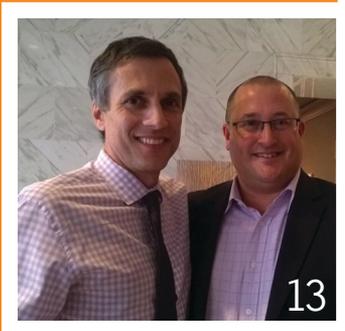
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MARKETERS ENJOY PEER-TO-PEER GATHERING FOLLOWING ANA'S MASTERS OF MEASUREMENT

The ANA's inaugural Masters of Measurement Conference, underscoring the growing importance of marketing analytics, took place this fall in New York. The Internationalist hosted marketers at a peer-to-peer evening as part of The Internationalist 1000 series to provide marketers from different industries and disciplines a chance to share insights and conversation amid food, wine and good company.

Photos Left to Right:

- 1 Tami Boswell, Aflac Worldwide; Susan Alonzo and Kristina Sacilotto- both Chrysler
- 2 Rachael Zysset, Vodafone; Olesya Govorun, Dannon
- 3 Conover Brown, WorldMedia; Karen Iles, Dignity Health; Cam Dunlop, BBS
- 4 Jeff Greenbaum, GALA; Michelle Snyder, Pepsi; Doug Wood, Reed Smith
- 5 Kirsten Germeraad, Goodwin Procter; Matt Young, BrightRoll
- 6 Jim Lawenda, ANA; Brendan Banahan, The Internationalist; Steve Harding, Geometry Global
- 7 Kevin Greenberg, Apollo Education Group
- 8 Shepard Kramer, ANA; Marla Kaplowitz, MEC
- 9 Bob Liodice, ANA; Doug Wood, Reed Smith
- 10 Susan Avarde, Citi; Brendan Banahan, The Internationalist; Tom Denford, ID Comms, Cindy Lindenbaum, Elateral
- 11 Aaron Fetters, Kellogg's; Andreas Cohen, I-Com; Charlie Shin, Major League Soccer
- 12 Justin Evans, Collective; Charlie Whittingham, BrightRoll
- 13 Bill Riordan and John Toth- both Reuters

Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai
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FOMO

Fatigue in Black Rock City

Did you ever get the feeling that somewhere just out of your field of vision, something amazing was happening, perhaps in a parallel universe only just out of reach? That's basically how everyone's Facebook experience felt this August in the days after Burning Man, when the pop-up city/festival/ritual that occurs each summer deep in the Nevada hinterlands went totally viral. Burning Man is the event, but Black Rock City is the place, and its going mainstream in a big way. It's created from scratch every year, and there's a lot to know to access this most ethereal of hubs.

Access

Depending on your tolerance for pain, there are several methods for entering and exiting Black Rock City and Burning Man. First, you need a ticket, which are increasingly tough to come by and require diligent vigilance at BurningMan.com when they first go on sale in February. Blink and you'll miss it, requiring some fancy foot-work or higher levels of expenditure later. Tickets start at \$380 and sometimes top \$1000 depending on your luck.

If you're happy camping on your own and bringing all matter of everything on your back for the week, you'll fit right in winging it on arrivals. If you're too old for all that, then you need to be part of a camp, which are often part of theme camps or villages, which take care of some of the basics. An RV also helps, which can be parked at the camp and becomes a kind of refuge for all manner of activity, including hiding from gritty sandstorms that appear from all directions at zero notice.

Once you have your ticket and your camp, you can plan arrivals - either by flying into the city on the Black Rock City Express airlifts or by vehicle/RV. When arriving by vehicle plan on long waits at the entrance to the Playa (that's the flat desert bit that is the canvas upon which Burning Man is created) and remember you must have a vehicle pass (this comes with the camp if you ask nicely to your organiser).

Once you're in, you'll receive a copy of Burning Man's ten principles, which are a testament to how the world could be, if the world was

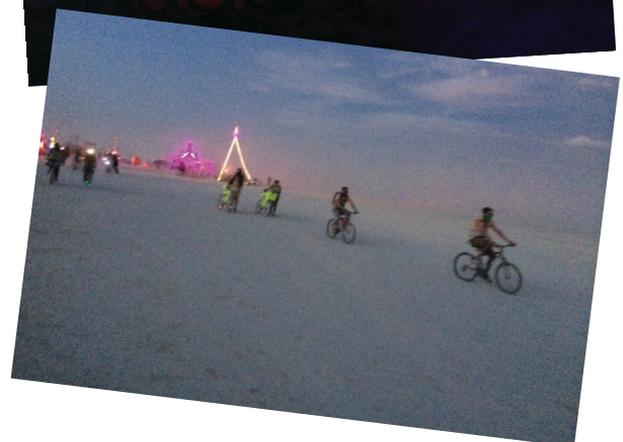
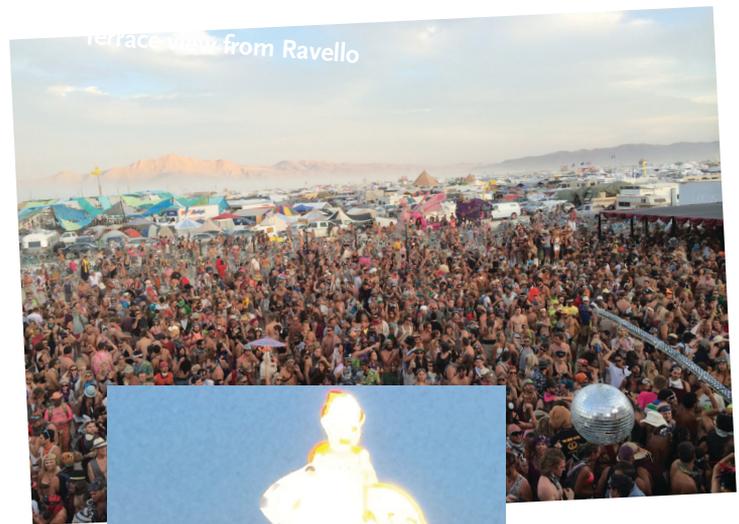
a perfect place: environmental stewardship, radical inclusion, self sufficiency, freedom of expression, prohibition of money, gifting and other fine goals are taken very seriously on the Playa, and even the most rigid libertarian is likely to find themselves staring in wind at the benefits of societal cooperation before very long.

Art

At its heart Burning Man is an arts festival, and its about much more than burning effigies and attending giant dance parties with amazing DJs with a neon traffic jam swirling behind you. There is art everywhere, and basically available in 4 types: sound installations, structures, camps and mutant vehicles. Together they interact to form a daisy chain of crazy - you never know where a passing vehicle will take you or what you'll find hidden deep in the playa. All this art either burns at the end of the week or is removed under Burning Man's signature ethos: leave no trace.

At Burning Man, anything goes. Bring your camera, prepare to video things you've never imagined, and look the other way when someone comes around a dusty corner on a bicycle shimmering in neon, pants optional.

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



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