

inter national ist

new criteria *for* accountability

inside issue 2006. late autumn

Button Bell
Is Leading
Emerson
Down New
Pathways

Unraveling
Yet Another
Web Era:
Sir Martin
Sorrell

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*EMS Select 2006: No. 1 daily reach amongst top 3% of Europe by socio-economic group.

SKY NEWS

12/Cover Story

NEW CRITERIA FOR ACCOUNTABILITY

23/Profile

As CMO, KATHY BUTTON BELL has fundamentally changed the way Emerson does business.

29/Commentary

SIR MARTIN SORRELL, chief executive officer of WPP, writes that a second Internet era has arrived unannounced, and it's as bewildering as the first.



late autumn issue

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Publisher and Editor Messages /4

Frontlines /7

More "Keep Walking," new AXA advertising in Hong Kong, environmental concern has impact on purchasing in Japan, Best Global Brands of 2006, Best Chinese Brands of 2006, Tiger on a tear, regulations, classifying Japanese Moms, new for the bookshelf

Calendar of Events /8

Careers /32

Fourth in a series: Japan's women in marketing communication

Around the World /36

Selections of 2006 EACA Euro Effie Grand Prix and Gold winners

Data Bank /38

What's in My Travel Bag? /40

People and Places /43

Career Track /47

Smug in San Francisco /48

From Hub Culture



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in 2007

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Marketing Moves Forward: The Lure of Corporate Social
Responsibility | Late Spring

International Innovators: Agency Rising Stars | Summer

Client-Agency Relationships: Building Better
Structures | Early Autumn

Balancing Markets Today: Cultural Divide or Global
Elite? | Late Autumn

Internationalists of the Year: The Marketers Behind the
Brands | Early Winter

Editorial submissions are encouraged.

Submissions may be edited for length and style.

Send your story suggestions and ideas including photos and calendar items to
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INTERNATIONAL MARKETING'S MOST IMPORTANT ROLE

"If I knew then, what I know now... I'm not sure if I ever would have done it."

We've all used this expression with humor at various points in our lives. We at *inter national ist* found ourselves using that very phrase again recently even though we were saying it facetiously. This has been a big growth year for us; *inter national ist* has expanded its Web presence and initiated a new conference division. The first in our Master Class series on Nation Branding will take place as this issue goes to press. This one-day seminar, subtitled "Competitive Identity: The New Brand Management for Nations" and produced in association with BBC World, features the world's leading expert on nation branding, Simon Anholt.

There was never a moment's hesitation in embarking on this venture. Internationalist Conferences was designed to bring to life many of the strategies, discussions, profiles, case studies, and personalities found within the magazine. Often an overlooked area of marketing, nation branding, as well as city and regional branding, are critical to attracting investment, business, manufacturing, talent, tourism, as well as awareness and consideration on the world stage.

Perhaps what we did not anticipate in launching so global a venture, which has attracted more than 60 countries to one room, are the varying questions and needs of individuals from around the world. For example, many from the emerging world have asked about registration price comparability for their currency. Other attendees requested hotels near "good shopping," while some budget-conscious organizations sending groups were more interested in how many might share rooms. Some wanted to find their local cuisine for breakfast or know how to process a VAT return. Many needed public transportation information. Someone even wanted to know if we could arrange a meeting with the British Prime Minister.

I learned, again, first-hand that one cannot forget the human side of any international venture. Politeness and laughter generally overcome most obstacles in communications. Yet, more significantly, I have come to see how people from everywhere trust that a strong relationship exists between branding and economic development. And this just might be international marketing's most important role. Internationalist Conferences is certainly very proud to be associated with this kind of thinking.

EVOLVING IDEAS, EVOLVING INDUSTRY

Ever since the Internet began to be incorporated in marketing plans, the notion that direct accountability for marketing spending is impossible has been cast aside. Furthermore, discussion about this topic of growing interest is no longer limited to traditional direct marketing programs, the one-to-one efforts and those with interactive components. The dialogue now covers the full range of old and new media.

With today's technology and ability to gather data and analyze cause-and-effect, the days of starting a debate about whether calculating return on marketing investment is a legitimate practice are long gone. The discussion now focuses on how to determine the best measures and criteria and how to go about the process. The industry is at the very beginning of looking for answers to some difficult questions, and there is far from agreement. But there is healthy debate, and out of this debate some interesting ideas are emerging.

In our third Cover Story on this topic, six industry execs present what they believe are some of the most important issues that must be addressed. On one thing they do agree, and that is that marketing is undergoing radical change as a result of accountability demands. As one contributor wrote, attributing it to the Economist Intelligence Unit, the continued pressure on marketing measurements is most likely to cause the biggest transformation in marketing in some time. We hope you find some interesting nuggets in the thought-provoking pieces written by people in the industry who are deeply involved in these issues.

We also return to a series that is one of my favorites because it reminds us that while there are many commonalities among countries, customs and cultures still vary in major markets around the world. This fourth in the series about women in corporate life in Japan written by David Kilburn features Asako Hoshino, corporate VP in charge of marketing research at Nissan Motor Co. who recently became one of the highest-ranking women not only at Nissan but at Japan's major corporations.

As *inter national ist* moves forward as the magazine for internationalists in marketing communications, we want to hear all of your voices and welcome your participation in these pages.



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Data source: "Comprehensive National Newspaper Survey (J-READ), October 2005," Video Research Ltd. (3,307 respondents)

Best newspaper brand in Japan



Data source: "Newspaper Readers Basic Survey 2005" conducted by Central Research Services, Inc. (4,938 respondents)

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Data source: Circulation: "ABC Report of Jan-Jun, 2005" * Full page, morning edition, B&W published rate as of April 2005 (US\$1.00=JP¥117)

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4	Le Monde (France)	12.5%
5	Neue Zürcher Zeitung (Switzerland)	12.1%
6	The New York Times (U.S.A.)	8.1%
7	International Herald Tribune (France)	5.2%
8	The Asahi Shimbun (Japan)	2.6%
9	El Pais (Spain)	1.9%
10	Corriere della Sera (Italy)	1.3%

Data source: "2005 World's Best Newspaper Survey" conducted by Internationale Mediastiftung (1,000 respondents: executives, politicians, university lecturers, journalists and advertising professionals in 50 countries)

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celebrating humanity

Johnnie Walker brings to life the brand's philosophy of personal progress in a new global TV commercial that celebrates human potential. The 60-second spot is part of the "Keep Walking" campaign.

In the commercial that took months of post-production for its visual effects, the scotch whiskey brand provides alternative thinking to the view of the future that the world will be dominated by technology and run by machines.

The commercial features an android, highly intelligent and powerful. He muses about his desire to have a human being's innate drive and creativity that can't be manufactured. He says, "I'm faster than you. I'm stronger than you. Certainly I will last much longer than you. You may think I am the future. But you're wrong. You are."

He then says if he had a wish, it would be to be human and have feelings and know what it's like to hope, despair, wonder, and love.

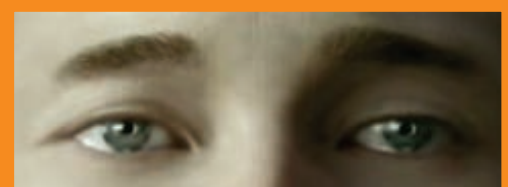
"I can achieve immortality by not wearing out," he says. "You can achieve immortality by doing one great thing."

The only brand identity in the commercial is at the end with "Keep Walking," Johnnie Walker.

According to Art Director Steve Robertson and Copywriter Justin Moore, both of Bartle Bogle Hegarty, which handles Johnnie Walker advertising, "We wanted to create something that celebrated humanity. For everyone who watches it to feel proud to be a member of our species, even if only for 60 seconds." The spot also has shorter versions.

The seven-year-old "Keep Walking" campaign, with its more than 20 commercials, has run in 120 markets around the world. Peter Dee, global marketing director at Johnnie Walker, said, "My personal view is that 'Human' represents our most deeply engaging attempt so far." And he notes that this attempt to encourage personal growth is working, according to early consumer research.

The commercial began airing in Mexico and is rolling across markets in Latin America and Europe. Local agencies handle media. ●



performance (p^ər-fôr`m^əns) n.

- ¹. The ability to perform.
- ². The fulfillment of a claim, promise, or request.
- ³. The manner of reacting to stimuli.
- ⁴. The execution of an action: an accomplishment.



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INVESTOR'S BUSINESS DAILY

NOVEMBER 10
NATION BRANDING
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with Simon Anholt
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RESERVATIONS:
www.nationbrandingconference.com;
1-212-371-7026

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Discounts for three or more from
same organization.

NOVEMBER 12-14
3RD FIPP

LATIN-IBEROAMERICAN
MAGAZINE CONFERENCE
PLACE: Grand Hyatt Hotel, São Paulo
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RESERVATIONS:
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Maria Célia Furtado;
55-11-3030-9392; www.fipp.com;
44(0)20-7404-4169

PRICE: : IAA member US\$350;
non-member US\$475

NOVEMBER 16
PR AWARDS

PLACE: Grand Hyatt, Hong Kong
RESERVATIONS:
852-3175 1913
PRICE: : NA

NOVEMBER 23-24
WORLD ASSOCIATIONS

OF NEWSPAPERS:
WORLD EDITOR &
MARKETEER CONFERENCE
& EXPO
PLACE: Hotel Auditorium-Centro de
Congresos Principe Felipe, Madrid

RESERVATIONS:
www.wan-press.org;
33-1-47-42-85-00

PRICE: WAN/WEF/INMA
member €980;
non-member €1,450

planning for living, if not for life

AXA has created a new television and out-of-home campaign extending its advertising for wealth management and retirement planning services.

Aimed at affluent 25-to-50-year-olds seeking the financial means to achieve their life goals even if unanticipated events occur, the campaign consists of a 30-second commercial running on leading Chinese and English-language channels in Hong Kong as well as in various out-of-home locations.

The commercial by Grey Worldwide Hong Kong shows a newly retired manager who is about to surprise his wife with their new home: a yacht in which they can travel the world. Instead, his wife surprises him—with an unplanned pregnancy. Working with an AXA financial advisor, the manager and his wife manage to attain their dream while planning for the child's education.

The strategy comes out of a retirement study that AXA conducted in 11 markets, surveying 6,900 employed and retired people under the age of 75. In Hong Kong, the study's key findings showed the average age of retirees was 57, one of the lowest in the survey.

Out-of-home messages are statements expressing what consumers said they want. For example, a bus panel (bottom left) says, "I want to reach my goal at the next stop." Another message (bottom right) says, "I don't want to work till I'm 70."

"The Hong Kong findings from our global research told us that people increasingly want financial answers to retirement questions. This supports our business strategy of providing product advice and solutions to secure their financial well-being at every turn—and our advertising strategy as well," said Katherine Ku, assistant general manager of marketing for AXA Hong Kong.

"Life is an individual, unpredictable journey, hence the insight 'You can't plan for life, but you can plan for living,'" said Danny Mok, general manager, Grey Worldwide Hong Kong. ●



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concern for environment plays growing role in purchase decisions in japan

According to a survey in Japan by HakuHodo, the product that most people—some 65% of respondents—look at differently when purchasing due to concern for the environment is cars. Detergent, fuel, food, and consumer electronics also received responses of more than 40%.

The survey is part of ongoing research into changes in consumer behavior brought about by transformations in society and consumer values and by new lifestyles trends. Increasing numbers are taking a proactive stance to protecting the environment, the survey found, with some 58% saying an environment-friendly life feels good. Exactly half of all respondents said they would buy an environment-friendly product even if it cost more. ●

share your thinking

inter national ist cover stories are the voices of the industry. Your voices. If you have something to say on any of our topics below for 2007, drop us a line (editorial@inter-national-ist.com) and tell us you would like to contribute. Articles are 400-600 words and follow our general editorial guidelines for contributed pieces.

- Changing Consumer Attitudes and New Branding Challenges | Late Winter
- Tackling New Media Options | Early Spring
- Marketing Moves Forward: The Lure of Corporate Social Responsibility | Late Spring
- Client-Agency Relationships: Building Better Structures | Early Autumn
- Balancing Markets Today: Cultural Divide or Global Elite? | Late Autumn

businessweek/interbrand's best global brands 2006

Rank	Brand	Country of origin	Sector
1	Coca-Cola	U.S.	Beverages
2	Microsoft	U.S.	Computer Software
3	IBM	U.S.	Computer Services
4	GE	U.S.	Diversified
5	Intel	U.S.	Computer Hardware
6	Nokia	Finland	Telecom Equipment
7	Toyota	Japan	Automotive
8	Disney	U.S.	Media/Entertainment
9	McDonald's	U.S.	Restaurants
10	Mercedes	Germany	Automotive
11	Citi	U.S.	Financial Services
12	Marlboro	U.S.	Tobacco
13	Hewlett-Packard	U.S.	Computer Hardware
14	American Express	U.S.	Financial Services
15	BMW	Germany	Automotive
16	Gillette	U.S.	Personal Care
17	Louis Vuitton	France	Luxury
18	Cisco	U.S.	Computer Services
19	Honda	Japan	Automotive
20	Samsung	South Korea	Consumer Electronics

Ranked by brand value

businessweek/interbrand's best chinese brands 2006

Rank	Brand	Sector
1	China Mobile	Telecom
2	Bank of China	Financial
3	China Construction Bank	Financial
4	China Telecom	Telecom
5	China Life	Financial
6	Ping An	Financial
7	China Merchants Bank	Financial
8	Moutai	Alcohol
9	Bank of Communication	Financial
10	Lenovo	Technology

Ranked by brand value

business (bīz'nīs) n.

- ¹ The principal activity in your life that you do to make money.
- ² One's rightful proper concern of interest or responsibility.
- ³ The occupation, work, or trade and the people who constitute it.
- ⁴ A serious endeavor requiring time and effort.



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DECEMBER 6

IAA-U.K. CHRISTMAS LUNCH

PLACE: *Hilton Park Lane, London*

RESERVATIONS: www.iaauk.com;

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PRICE: *£100 per person
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DECEMBER 6

IAA N.Y. WINTER

GALA—"TWAS THE NIGHT...

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www.iaany.org; 1-212-338-0222;

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DECEMBER 12-17

6TH MÉRIBEL AD

FESTIVAL, FRANCE

PLACE: *Méribel Ski Resort*

& Village, France

RESERVATIONS:

www.meribel-ADFestival.com;

Maya Mermet 33-(0)1-47-72-37-02;

maya.mermet@meribel-ADFestival.com

PRICE: *Festival pass €560 plus VAT*

tiger on a tear

Asics' Onitsuka Tiger apparel and sneakers are gearing up for a major expansion effort next year with plans to unveil a new campaign in Belgium, France, Germany, Italy, Scandinavia, Spain, and U.K. The company recently appointed StrawberryFrog as lead global agency and is expanding its retail outlets around the world. The program will center on the company's "Made of Japan" strategy with a series of global campaigns that tie in with the launch of new ranges each season. They will encompass a variety of traditional and new media in order to create a cult brand movement for Onitsuka Tiger. Previously local agencies around the world created work for each market. ●



regulations

THE EUROPEAN COURT OF JUSTICE ruled that retailers can advertise products by comparing prices to competitors' prices if done transparently and if consumers can verify the information. The judges ruled that European law allows the comparative advertising of similar individual products. However, comparing overall price levels with a competitor could be considered misleading if the advertiser does not provide consumers with enough detail to make the price comparison.

THE EUROPEAN COMMISSION directorate general for Information Society & the Media is looking into child safety and mobile phone services, including advertising by mobile marketers, and whether the existing balance between legislation and self-regulation is adequate. The Commission has expressed concern about the use of commercial text messages (SMS spamming) sent unsolicited to minors.

THE EUROPEAN COMMISSION, concerned about the harm caused by alcohol

abuse to young people and adolescents (binge drinking), is inviting member states to undertake action on a variety of levels, such as devising health warning labels and improving information on alcohol content (unit/serving), additional taxation, and harmonizing excise duties on alcoholic drinks, or limiting the marketing of those drinks.

Members of the EUROPEAN PARLIAMENT from four influential committees have debated the proposed Audiovisual Media Services Directive, which aims to improve rules on broadcasting so that it covers modern technologies. MEMBERS OF THE CULTURE, INTERNAL MARKET, WOMEN'S RIGHTS and ECONOMIC AFFAIRS committees argued over the legalization of product placement and the scope of the directive. While some members want to ban product placement outright, the consensus seems to support allowing the use of product placement in fiction programs and sports events.

(European regulatory activity compiled from EACA reports)

Other regulatory news:

Concerned that piracy is holding back development of the cable and satellite TV industry to just 8% of all TV households in the Philippines, the INTELLECTUAL PROPERTY OFFICE, the CABLE AND SATELLITE BROADCASTING ASSOCIATION OF ASIA, and other industry groups are organizing a series of seminars and training programs in the hope that it will result in stronger enforcement of intellectual property laws.

THE WORLD FEDERATION OF ADVERTISERS has endorsed the International Chamber of Commerce's new global framework for food and beverage marketing communications. The new code addresses responsible food marketing communications in non-traditional media, in light of concern over increasing levels of obesity. ●

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classifying japanese moms

In its third annual "Real Mothers" survey, McCann Erickson Japan has classified mothers into five different types, each with different characteristics and consumption patterns related to family and child care:

Celebrity-type active mothers (10% of all mothers)

- Strong interest to spend money on fashion and their appearance
- Have a lot of money and time to spend
- Sensitive to information
- Like classy brands such as Louis Vuitton, Coach and Hermes

Impulse-type me mothers (22%)

- Tend to purchase on impulse according to their mood
- Have least interest in saving money and spending less
- Ranked second in placing importance on appearance, they welcome beauty and fashion information
- Easily influenced by other women

Natural-type intelligent mothers (22%)

- Strong interest in nature, culture, and society
- More interested with value in terms of inner aspects rather than external aspects and appearance
- Interested in information and trends
- Independent thinkers

Economy-type enjoy saving mothers (23%)

- Aim for a secure and stable life by spending less and saving money
- Buying items on sale by visiting several supermarkets and waiting in line are acceptable
- Because of their concern for saving money, they are passive consumers
- More than half are age 25-34

Unconcerned-type passive mothers (23%)

- Mindset toward everything is "unconcerned" and not very focused
- Motivation to consume is lower but not due to saving money
- Rarely follow trends

new for the bookshelf

"Living Brands" by Raymond Nadeau, founder of LBLM (Living Brands, Living Media) and former VP-new ideas, global creative director, Coty Inc., Coty Beauty, and Lancaster Group. "A Brand New Approach to Brand-Building. For consumers. For companies. For life." (McGraw-Hill)



"What Sticks" by Rex Briggs, founder of Marketing Evolution, and Greg Stuart, CEO-president, Interactive Advertising Bureau. "Why Most Advertising Fails and How to Guarantee Yours Succeeds." (Kaplan Publishing)

"B2B Brand Management" by Philip Kotler, professor of international marketing, Northwestern University's Kellogg School of Management, and Waldemar Pfoertsch, professor for international business, Pforzheim University in Germany and visiting professor at Illinois Institute of Technology. (Springer)



success (sək-sēs) n.

1. The attainment of wealth, favor or eminence.
2. The degree or measure of a victory.
3. A favorable termination of a venture.
4. An event that accomplishes its intended purpose.



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CONTINUING THE DISCUSSION
ABOUT THE ROLE OF RETURN
ON INVESTMENT, RETURN ON
MARKETING INVESTMENT,
AND ACCOUNTABILITY AS THEY
RELATE TO MARKETING
COMMUNICATIONS, SIX
ADVERTISING, MARKETING

new criteria *for*
accountability

AND MEDIA EXECUTIVES SHARE
THEIR THINKING ABOUT
WHAT IS IMPORTANT.



masaharu
aiuchi



vipin
mayar



susi
thorimbert



les
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peter
field



+ janet
fitzpatrick



masaharu aiuchi
 Chief Researcher
 DENTSU INC.

Nobody would disagree with the notion that accountability or measurement is indispensable for effectively accelerating the cycles of marketing management processes toward a goal. When your goal is to diet on your own, you cannot know just how much weight you have lost without a system of measurement, i.e. a scale. This is obvious. Furthermore, losing weight efficiently and enjoyably depends on how creative you are.

The media environment of modern society has many new superstars like blogs, social network services, podcasting, TiVo, and the like. Consumers are now seizing the initiatives of marketing communications. They proactively select relevant media depending on their needs or the occasion, and they belong to communities and exchange a tremendous amount of information. This requires marketers to have a more sophisticated and detailed system of measurement.

As conductors of integrated marketing communications (IMC), we have been able to gain firsthand knowledge of these changes in the multiple disciplines of marketing communications. As the coordinators or conductors of IMC for our clients, we are challenging such accountability issues as the measurement of consumer-to-consumer or word-of-mouth communications; quantification of synergies among disciplines and of synergies within the brand portfolio; detection and evaluation of the long-term effects of communications; and so on.

Let's stop a moment and use our heads. Can we really benefit from advanced systems of measurement that are continually being developed? The answer is both "yes" and "no," in my opinion. One major action to be taken in response to measurement results is optimizing marketing resources. We can select the most suitable technique of modeling and optimization from the vast lineup of methodologies in econometrics, operations research, marketing science, artificial intelligence, social science, and cognitive science.

However, the problem is, whatever method we choose, optimization will be executed on the premise that the conditions and structures of the market will be the same as in the past. Optimization is quite useful for markets in which marketing or communications is relatively simple and also relatively stable, such as when several factors including advertising contribute independently and linearly to sales. But considering the rapidly changing communications environment, causal relationships between marketing inputs and output(s) are becoming more and more complicated and unclear.

Creativity is often defined as the ability to create something novel as well as meaningful. Marketers need to be creative and innovative in their marketing activities and always seek to establish new structures or rules in markets. By doing so, we can think beyond optimization. The optimization systems themselves can never come up with creative ideas for marketing strategies, new products, or effective campaigns, so for creative ideas, we are dependent on humans: the brand managers, the planners, and the creators. The results of measurements or modeling should be a springboard for us to come up with unprecedented rules or to strategically modify existing ones. If we can effectively integrate measurements and in-depth insights of consumers or markets, innovation will be in our hands. ●



THE ART OF BEING GLOBAL – *Jim Speros – Sr.VP & CMO, Marsh & McLennan Companies*

He's an innovator known for getting things done. He makes this happen by bringing the right people together at the highest levels of collaboration. Here he shares his thoughts on big picture thinking, and what he carries in his wallet.

Being international doesn't make you global. Being global is more about influencing attitudes and behaviors versus location. It also implies a two-way street: the influences born from one culture are shared or diffused to another.

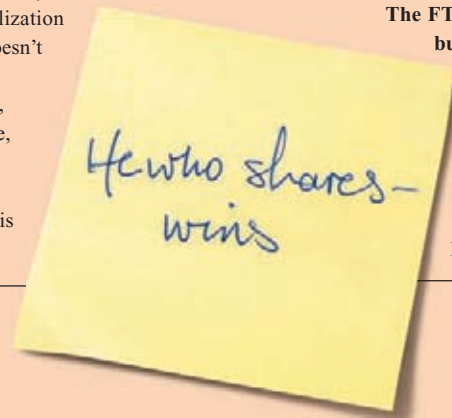
The big challenge for any global company is in following through on ideas. Marsh & McLennan Companies are dedicated to offering the best services and people from across our individual companies. The way to succeed globally is to create big innovative strategies with a die-hard focus on execution. Teamwork makes this happen; understanding people is the key.

Face to face is critical. Globalization may bring markets closer, but it doesn't necessarily bring them together. Technology, as impressive as it is, can only get you so far. So people, especially those with different cultures, need to dedicate time to understanding one another. It is this understanding that bridges gaps.

I travel a lot, visiting our offices and clients around the world. No matter where I go, I have found that there is nothing more real, or important, than 'being there'.

You still need to remember where home is. No matter how much I travel, I'm still a family guy. My wife and I have two beautiful daughters and I take memories of them wherever I travel. They remind me of the important things. Business leaders from other parts of the world feel the same way when we talk; the most important thing in your wallet should be your family. On that level you can bond with anyone, anywhere.

The FT offers a perspective premised on 'global first, business second'. I get from it the most relevant and up-to-date global perspective on everything that influences business, politics, and international finance. It helps guide my thinking because their starting point is 'global first', so the issues are always offered in context of the big picture, as opposed to simply presenting me with a local view. And 'big picture' thinking is what being global is all about.



This is one in a series of reflections by leading marketers, who are also regular readers of the FT. The series can also be found at FT.com/toolkit/globalview

A global view for a global world



vipin mayar
Executive VP,
Director of
Marketing Analytics
UNIVERSALMcCANN

Marketing accountability is being pursued with unprecedented interest to prove the ROI of marketing to both shareholders and management. More than ever before, the discipline of measurement is optimizing marketing expenditures and reducing ineffective marketing. According to the Economist Intelligence Unit, the continued pressure on marketing measurements is most likely to cause the biggest transformation in marketing.

However, there are significant issues with the current delivery of marketing accountability, particularly on a global scale. Smart marketers need to address these issues quickly and understand the new requirements in the rapidly evolving fragmented multi-channel marketing world.

SIGNIFICANT ISSUES

- **Lack of data availability:** This is the most common and frustrating obstacle in driving marketing accountability in the B2B verticals. The way out is to field research to gather perception shifts and behaviors, especially online, and invest in robust data maintenance programs that marry data from disparate sources. Also, data availability is a pervasive issue in non-developed markets where data acquisition programs become a necessary requisite for driving accountability.
- **Lack of standardized metrics:** One of the biggest challenges is metric standardization across geographies, campaigns, and the unprecedented number of communication channels to enable effective benchmarking. It is critical to select the few metrics that are directly tied to business outcomes; otherwise, the marketer will drown in an ocean of tactical measures. This is especially true for the increasing number of campaigns which are global or ones employing scores of channels. The programs and measurement systems across different countries are so varied that it is often impossible to compare performance. Strong analytic subject matter expertise and business participation are required to develop and get agreement on these standardized metrics.
- **Lack of speedy access to results:** Timeliness of information access has become an imperative and drives the need for process automation in delivery of marketing accountability. Marketers are still using traditional reports; these are often delivered too late and cannot display the large amount of complex results required for action. Marketing dashboards, the reporting tools that consolidate, aggregate, and arrange measurements, metrics, and sometimes scorecards on a single screen, have become necessary. They compress large amounts of business information into a small visual area.
- **ROI models lack breadth and depth:** Most ROI/quantitative models are not built to withstand changing marketing conditions. They lose their accuracy as the market conditions change. It has, therefore, become necessary to be able to run market scenarios and understand the ROI performance of the campaign under these scenarios through simulation tools. These types of simulations are now becoming an increasing part of the ROI toolkit.
- **Inability to measure long-term value:** At the end of the day, very few marketers are able to translate the campaign measures to increasing brand equity and the creation of economic value, the ultimate measure of the performance of marketing. This is a major challenge for marketers and requires investing in studies to build the linkage between campaign ROI and long-term value creation.
- **The cultural barrier:** Perhaps the biggest barrier today is the cultural barrier when the traditional creative marketer resists scientific measurement and processes. For marketing accountability to become an integral part of marketing, processes that include review of key metrics need to be established. Unfortunately, this is often the most overlooked aspect of marketing accountability.
- **Bottom line:** Marketing accountability has passed the tipping point and has emerged as a critical competency that needs to become a center of excellence in any progressive marketing organization. ●

The media landscape has been in constant evolution since the dawn of the digital era. Digitalization has drastically changed the way we consume media and particularly the way we watch television. TV is now not only consumed on the traditional TV set, but also in high definition, on demand, via the Internet, on mobile phones, and in many other forms. Conversely the television set itself is now the portal for many other uses, including playing video games, watching DVDs, and accessing the Internet. Digitalization has opened the door for interactivity, and the consumer has eagerly stepped in.

So, how does an advertiser adapt to this changing landscape? The answer is not straightforward, but certainly advertisers need to start reflecting consumers' behavior in their own. Advertisers need to move outside the traditional 30-second spot (although not ignore it) and attempt to interact with the consumer in more engaging and creative ways, talking to their audiences on their chosen platforms in a way the consumer can understand and appreciate.

Of course, there are advertisers already responding to these changes and doing so very effectively. However, such campaigns are much easier to implement on a local level, but what about the international brands which are looking for engaging solutions on an international scale?

At least one part of the solution lies with the media owners. It is incumbent upon us to develop our propositions, to offer those creative solutions, and to not only react to the changes, but also to lead them. Media owners need to explore and exploit the various forms of interactivity and use them to build closer advertiser/customer relationships.

International TV plays an important role for the global advertiser. It is a one-stop-shop for these advertisers and particularly for non-European brands. Their advertising message goes out globally throughout Europe, but accountability is key. The advertiser must know how many people have been in contact with its advertising message, and this presents certain challenges to the international media owner. The client is used to campaign performance measurements such as impacts, ratings, and reach and frequency when planning and buying locally. It follows that the advertiser demands the same accountability on the pan-regional level. Channels will have to offer multi-platform solutions to meet these demands and provide advertisers with daily accountability.

The client benefit of a pan-European measurement system is that the advertiser itself or its agency can plan, buy, and monitor the campaign, whether it is spot, sponsorship, or program performances on a pan-European level with the same accountability as local. ●



**susi
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Head of Sales
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Media Planning
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data overload

Remember the adage “be careful what you wish for?” With such an overabundance of data, marketers may well be ruining their long-held wishes for information to track and evaluate their advertising and marketing activities.

This is especially true with interactive media, where so much money is going. The challenge is sorting through and using the information. Mediaedge:cia’s MEC Interaction group, which specializes in data analysis and interpretation to meet the demand for traceability and accountability, recommends a 12-step program to deal with data overload. According to the group, data in interactive marketing today can tell the advertiser very specifically where more money should be invested, where it should be reduced, and where it should be cut altogether. One key to discerning where true strategic insights lie is by developing the right questions, an MEC Interaction report says. ●



les binet

European Director
DDB MATRIX

peter field

Independent Strategic
Planning Consultant



Using the U.K.'s IPA DataBank, we have conducted research to be published next year that reveals that many clients are using the wrong criteria when setting targets for their campaigns.

The DataBank is a comprehensive database of the more than 1,000 effectiveness cases submitted to the national IPA Effectiveness Awards competition since 1980. The cases are categorized by product category, market position, objectives, budget, strategy, effects, and so on. By comparing what works with what doesn't, researchers can draw general conclusions about how marketing works and how to make it work better.

For instance, marketers seem to be unhealthily obsessed with sales. By far the most common business objective is to increase sales; yet the DataBank shows campaigns that aim to boost sales tend to underperform. The most effective campaigns are those that target profit, not sales. But if you are going to target a sales-related measure, then it's far better to target market share than sales because share is less susceptible to the vagaries of the market. Campaigns that target market share are almost twice as effective as those that target sales.

The DataBank also suggests that marketers pay too much attention to volume and too little to price. Relatively few campaigns aim to reduce price sensitivity, but those that do, tend to be highly effective. This corroborates previous findings [from the Strategic Planning Institute's PIMS (Profit Impact of Market Strategy) database that measures the relationship between business actions and business results, and elsewhere] that one of the most important ways advertising and other marketing communications generate shareholder value is by supporting premium prices. Marketers are ignoring this at their peril.

Marketers are also ignoring the most basic form of marketing—customer acquisition—and concentrating on strengthening their existing customer bases. Campaigns that aim to improve brand loyalty are twice as common as campaigns that aim to recruit new customers. Yet the DataBank shows that loyalty campaigns are far less effective than acquisition campaigns, as Andrew Ehrenberg, Australian professor and widely respected expert on marketing science, and others, have been telling us for more than 30 years. This helps explain why the CRM movement has yielded such disappointing results.

Research into the DataBank is at an early stage, and these are just a handful of the insights gleaned so far. The size of the data set grows year by year, permitting ever more detailed analysis. The findings continue to get richer and more robust. Expect to hear a lot more from this unique reservoir of knowledge. ●

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**janet
fitzpatrick**
Chief Strategic Officer
INITIATIVE
WORLDWIDE

As the largest, or second greatest, expense line shouldered by many major consumer-facing organizations, marketing investment is increasingly under scrutiny at the highest executive levels. Any significant discussion on ROI, then, must be firmly rooted in the broader context of total marketing accountability—a subject wide in scope, spanning everything from the shift to consumer-centric marketing approaches, to the application of advanced analytics, tools, and techniques, to the embracing of total campaign management and integrated measurement.

There's little question that our discipline is undergoing a radical step-change. Even as technology-enabled marketing science and data accessibility evolve, enabling more granular, precise, real-time diagnostics than ever before, so too do technology-enabled consumer behaviors. As individuals have a greater say in defining their personal brand experiences, marketers are pushed to embrace—sometimes reluctantly—more experiential, interactive, and holistic practices.

Such a dynamic context leaves us grappling with a new set of evaluation challenges, and measuring the impact of marketing expense becomes tougher than ever. So how does an organization migrate to next-generation applied accountability and take a more strategic view of ROI? Here are a few areas to consider exploring more deeply:

mec interaction's 12 steps to deal with data overload

Step 1: Gather data—The system utilized to gather, track, and aggregate data is critical because it lays the foundation not only for actual reporting but also for deeper analytical insights and optimizations.

Step 2: Generate a report—The engineering framework for any reporting system should be developed collaboratively with analytics and planning staff to establish the most versatile system possible.

Step 3: Develop questions—The outcome is only as good as the initial inquiry.

Step 4: Trends and correlations—Evaluating trends reveals how different interactive media variables change over a time period. When overlaid with campaign or marketplace activities, this provides a snapshot of strengths and weaknesses.

Step 5: Regression analysis—Statistical regressions may be the most versatile analytical tools for evaluating campaign performance and devising strategy.

Step 6: Efficiency matrix—This perceptual map enables the various media investments to be evaluated based on both volume of actions generated and the efficiency of those actions on a cost-per-action metric.

Step 7: Creative optimization—Statistical review of creative is important to ensure that not only are the proper messages being used but also to limit unnecessary investment in new creative when old creative may be working.

Step 8: Frequency capping—While first impression online tends to generate the highest click-throughs, this is not the best strategy for optimal conversions because of the limited branding impact of a single impression and fewer conversion opportunities.

Step 9: Dayparting—Like broadcast, there are dayparts in Internet usage. They should be selected by determining the most appropriate time for a desired action.

Is the consumer a “universal constant?”

As you migrate from product to consumer-centric marketing, take a fresh look at your insight and segmentation philosophy and practices. Revisit any underlying assumptions with regard to prospect motivation and behavior, and avoid the temptation to fall back on linear behavioral models that explain behaviors in a suspiciously sequential, logical manner. Dive deeply into consumer drivers and emotions, and look for the critical information intersections that convert data to insight. Reassess how to embed insight into key planning decisions.

Are you rooted in the real world while advancing the science?

Marketing science has come a long way. Explore advanced market testing, modeling, and simulation practices, but balance the theory with other more experiential test-and-learn techniques—and cultivate the organizational confidence to temper hard data with a large dose of common sense. Don't drive forward while looking in the rear-view mirror.

One size doesn't fit all.

Sure, if you can measure it, you can manage it, but there is unlikely to be a single metric that explains success. Sometimes in our eagerness to validate a decision by slapping a number on it, we can be guilty of oversimplifying dangerously—at best ineffective and at worst negatively impacting results, brands, and businesses. Consider implementing a balanced scorecard. Agree upfront about the metrics that work—potentially covering key financial and brand health measures as well as marketing effectiveness measures, with long and short term goals.

But could the metrics be holding you back?

Beware of the risk of becoming wedded to ineffective tracking and metrics because of legacy attachments. Companies love continuity. I've sat in meetings with senior Fortune 500 executives as they try to interpret the glacier-like shift of brand equity scores because they are emotionally locked into these legacy metrics and consequently value continuity more than actionability. And while you're at it, you may want to take a hard look at your tracking investment. Is the financial outlay really giving you dynamic, readable, usable intelligence?

Can evaluative become predictive?

Make accountability and measurement systemic. Embed accountability into your entire marketing practice. Create the smart mechanisms to translate evaluative measures into predictive intelligence. You may want to hold off on undertaking any diagnostics deep-dive unless you understand how you'll apply the outputs.

Brand experiences aren't sliced and diced...

Brand behavior is shaped by the quality of emotional investment generated by the total accumulated experience of that brand; yet we seldom evaluate the effectiveness of marketing programs based on their success in driving that total brand experience. While we must continue to evolve ROI measures for individual marketing elements, we shouldn't constrain ourselves by viewing the world through our own organizational lenses. •

Step 10: Diminishing returns—The foundation of budget allocation involves assessing the trade-off between action volume and cost per action efficiency at varying spending levels.

Step 11: Results—conclusions and insights—Data review and analysis are only as good as the resulting conclusions: The more exciting discoveries come when one of the first 10 steps reveals something new, unknown, or just different.

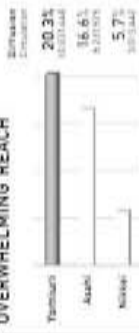
Step 12: Implementation and re-evaluation—In a healthy communications planning environment, when step 12 is reached, step 1 should start again. •

Standing Tall

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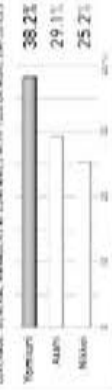
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kathy button bell

Emerson's CMO is a key player on the team behind a total re-branding and restructuring that has garnered big returns

There is no doubt that Kathy Button Bell is definitely an outside-the-box thinker.

Since she joined Emerson Electric as its chief marketing officer in 1999, the diversified technology company has undergone a re-branding and a complete corporate image restructuring that has garnered large returns for the company.

The 116-year-old company now has a 21st century image, a new logo, and even a more definitive name: simply "Emerson" for today's wide range of services that encompass some 245 manufacturing facilities worldwide.

Emerson once may have seemed amorphous: 60 independent divisions, most of them No. 1 or No. 2 in their product categories; then in the '90s, Emerson was positioned as a financial brand with traditional corporate communications like annual reports and press releases to the financial market.

"We weren't trying to communicate to customers the big Emerson message," she adds.

All that has changed.

Button Bell, who was named one of the world's top 10 marketing strategists of 2003 by *BtoB* magazine, has been credited with fundamentally changing the way Emerson does business.

From initiating a global advertising campaign in 2002 to the launch of the company's first-ever television advertising campaign in March 2006, Button Bell has brought results to Emerson.

Emerson, struggling like most global corporations in the aftermath of 9-11, suffered big losses in 2002, with its revenues sinking from \$15.3 billion (flat for two years) in 2002 to \$13.7 billion in 2002, even with three years of Button Bell's aggressive marketing campaigns. After another flat year in 2003, with revenues up only slightly to \$13.9 billion, the launch of Bell's re-branding program coincided with large gains in 2004 at \$15.6 billion.

The company's fortunes continue to grow, with 2005 revenues at \$17.3 billion, up another 11% and projected 2006 figures close to \$20 billion.

"We've moved away from marketing individual products to selling complete solutions to customers," explains Button Bell. "This is a way of raising global awareness of our company."

Emerson, based in St. Louis, is a global leader in bringing technology together to provide innovative solutions to customers through its network of businesses that include power, process management, industrial automation and climate technologies, appliance solutions, and professional tools.

"We are actively solving future business challenges for customers that range from Shell Philippines to Chilean hydro power to South African Telecom," she says.

The first stage of Emerson's global marketing campaign, "Consider It Solved" made its debut in 2004. It evolved early in 2006 with "Are You Ready [for what's next]?" which retained "Consider It Solved" as a key line. The campaign ties in with Emerson's identification of four "what's next" global trends, how they will affect all global companies, and how Emerson has been preparing to help customers capitalize on them.

Button Bell said the four trends play into Emerson's strengths. They are:

Kathy Button Bell has been credited with fundamentally changing the way Emerson does business.



B Y K A T H L E E N B A R N E S

Print ads communicate Emerson's message of global solutions for global problems in a variety of ways.



- Energy efficiency
- Communications revolution
- Resources for the world—use existing ones efficiently and finding new ones
- Business without borders.

These messages are going to a select group of 200 top executives at Fortune 1000 companies.

“That’s just 200,000 people globally, but they are the influencers. They influence customers. They influence the media. They are the shareholders, the analysts,” says Button Bell.

Her strategy is to surround her target audience with Emerson’s message all day long: at home, at work, and when they travel.

“I don’t want to wear myself out on someone, but I want to give them something fresh to think about as they go through their day, waking up in a hotel room, eating breakfast, exercising on a treadmill, walking through the quiet areas of the airport, in the plane, at the closing bell. . . . They get the message several times,” says Button Bell. “Because the behaviors of these elite executives are very similar in terms of what they must read and do to be a good business person, it makes our approach very affordable.”

Her job, Button Bell says, is to communicate Emerson’s message to other big global players and to position the brand as a stable, exciting global solution “that better prepares customers and their customers to meet the demands of tomorrow.”

The vehicles Button Bell has chosen indeed do surround those elite executives. Emerson’s first television advertising campaign appeared on CNBC in March 2006. “CNBC has the highest concentration of top executives with C-level titles, exactly the people we want to reach,” Button Bell explains.

The television campaign includes CNBC North America, Europe, Asia, and the China Business Network, as well as DragonTV in Asia and MarketWatch Weekend in the U.S.

Add in a print campaign in *Alto Nivel*, *Barron’s*, *Caijing*, *Capital*, *Enjeux*, *Fortune China*, *Isto é Dinheiro*, *The London Times*, *The Wall Street Journal*, and others.

Stir in large posters at the top 20 airport terminals around the world—“The size of three garages!” she exclaims.

Then there are 90-second in-flight videos on American Airlines, British Airways, and China Air, not

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to speak of business Web sites and business radio outlets.

The recipe for success brings Emerson's message—executed by DDB Worldwide and Fleishman-Hillard—to the global business movers and shakers and has a “halo effect” around the decision makers, says Button Bell. “We've been very happy with the creative,” she says.

Emerson's individual divisions are still doing product marketing, but the next layer of the company's business platform, Emerson Process Management, for example, is a \$4 billion business that communicates “at a much broader level beyond the product level,” says Button Bell.

Emerson is communicating its message of multifaceted global solutions in a variety of ways: four million people in Los Angeles have safe drinking water; a new hydropower plant is being built in Chile; a mobile telephone system is in place in the African grasslands; and basic refrigeration is now available in developing countries. Big players, like China, can translate these solutions to their own needs.

“We want to bring the message up to the highest level based on the big things big companies want to accomplish,” she says.

The message is uniform. Emerson always uses its tagline: “Emerson. Consider It Solved,” in English because “we find the tagline works harder if it's in English with a trademark at the end. It says Western technology and authenticity, which is terribly important,” says Button Bell.

Much of Emerson's message is communicated in English, since Emerson is targeting not only the business culture in a country but executives traveling

through that country. English is the lingua franca of business.

As other companies, Emerson is aggressively marketing in China even though Emerson has been there many years and is not unknown. “In China, they already have a sense of Emerson as a big face, not a lot of little faces,” she says. “We sponsored a lot of English-speaking things going toward the Olympics in China, thinking of it as a kind of stewardship, helping the country to adjust to all these westerners coming in there. We try to be helpful as a good corporate citizen.”

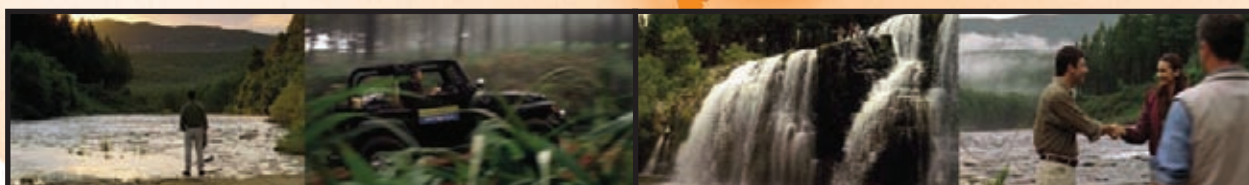
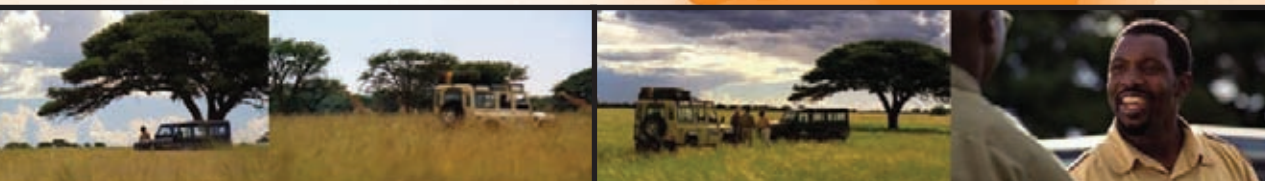
There's an air of sophisticated thinking in Emerson's strategy in China: “We won't run advertising about China in China. People in China aren't impressed by what is happening in China,” Button Bell says.

For example, Emerson might market energy efficient technologies in print ads featuring a Caucasian man with an identifiably Parisian backdrop or an Asian child asking producers if they are ready for the 17 million new Chinese consumers of plastics that are born each year.

Whether it's an old or new market for Emerson, Button Bell says, “in some ways, we're in the honeymoon phases of people not knowing what we do. We know that the most we'll ever be able to move them is when they know the least about it, the first move, the ‘Aha!’ moment.”

“Our b-to-b marketing is not so much saying we are so smart and special that we figured this out,” says Button Bell. “The industrial marketplace is awakening. Now our customers don't really have a choice whether to upgrade their marketing behavior. The marketplace is demanding it, and we're there to help.” ●

Television, like print, is aimed at reaching a select group of 200 top executives at major global companies.



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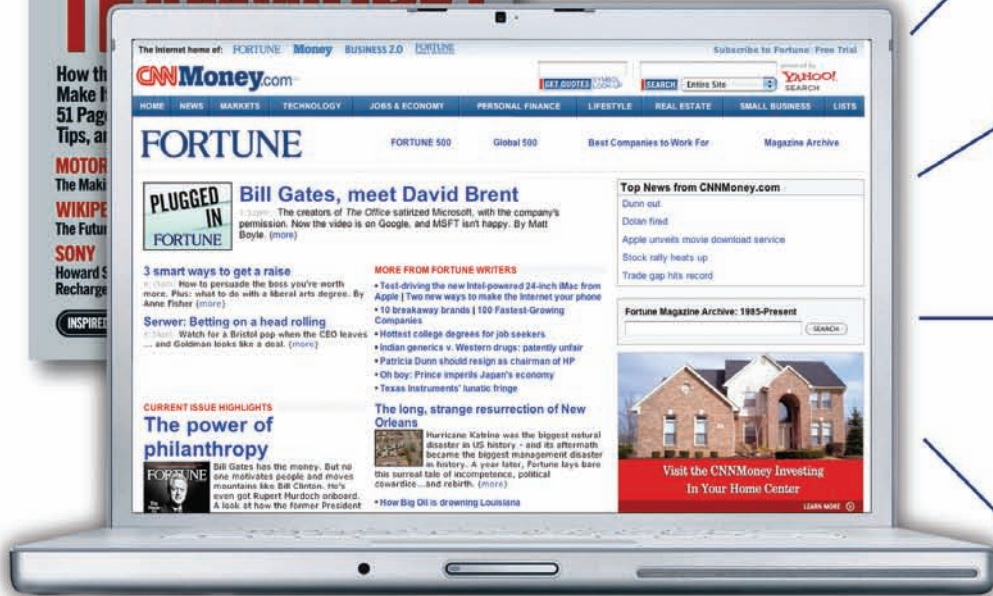
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the internet's second coming

The future is a contrary creature. It has a habit of creeping up on us and doing the opposite of what we expected. A few years ago, everyone gleefully sneered at the ruins of the first Internet boom and its grandiose promises. But, just as we stopped laughing, a second Web era arrived unannounced, as bewildering as the first.

Broadband, wi-fi, and wi-max were cheaper, zippier, better. Even the Internet, it appeared, might be a stopping off point on the trek into cyberspace; Internet protocol television (IPTV) was perhaps the destination.

Traditional media companies scurried to adapt. News Corp. owner Rupert Murdoch—a latish convert to the Internet's potential—paid more than \$500 million for the social networking site MySpace as part of a billion-dollar shopping spree. Newspapers beefed up their sites and offered podcasts.

Prosperous online businesses started eyeing traditional media. The Japanese Internet shopping site Rakuten gets 8 million hits a day and is worth \$8.9 billion. Rakuten—which translates as optimistic—sells airline tickets, clothes, and electronics. It recently bought a stake in a television station. Livedoor, another Japanese site, took over a radio station.

In some ways, it is the Far East that is leading the way. Super Girl, a Chinese talent contest for female singers inspired by Pop Idol, attracted 800 million votes by mobile phone. China has only 400 million mobile handsets.

Strangely, some of the more outlandish predictions of the first Internet boom no longer sound crazy. Around \$1.5 billion of WPP's 2005 revenues of \$10 billion were now Internet-related. It is growing. Our online business will rise from 15% of our work to 30% within 10 years. Around 20 WPP companies ply their trade specifically in interactive.

Traditional media point the finger at online to explain their revenue declines. But, in truth, many publishers and broadcasters have only themselves to blame. They cannot continue to hike prices for advertising at more than inflation and not expect competition. The free classified advertising site Craigslist, for instance, is threatening big city newspapers in the U.S.

“Strangely, some of the more outlandish predictions of the first Internet boom no longer sound crazy.”



This is a form of socialist anarchy against which it is hard to fight.

Equally, giving away content to compete with other Web sites isn't the answer. That is tantamount to saying: "These people want to eat my children. I will stop them by eating my children myself."

Giving away content is mad. If you have a worthwhile brand that the consumer values, then charge for it. Condé Nast's *Vogue* brand, for instance, is very powerful. In an Internet-driven world, people trust it. Media owners are missing a trick if they do not charge. They might argue that they're just interested in advertising, not subscriptions. I don't believe that is true.

Commoditization is the biggest danger for traditional newspaper and television owners. If their offering is indistinct from rivals, if their brand values are weak, they will not survive in the digital age. I don't believe, however, that most traditional media and traditional advertising will become extinct, but they will adapt, and the boundaries will become blurred.

Sometimes the past still holds clues to the future. So here is a little history lesson. The Internet isn't the first brave new media world. In the mid-1950s, commercial television was introduced in Britain to compete with the state-funded BBC. The new channels would be funded by advertising, something never seen on the BBC.

Few agencies were ready. Some responded by setting up separate television units. They hired people from film and entertainment. The results were not pretty. The work tended to be technique-driven—a lot of singing and animation, rather too many jingles. It was a long way from the wonderfully persuasive advertising the new medium was

eventually to offer. Indeed, it was only when television ceased to be thought of as new that it began to be used imaginatively.

Similarly, it has been hard for traditional advertising agencies and marketing services firms to embrace the Internet. This is not because they're being stubborn or difficult. The new technologies were difficult to grasp, unproven, and showed little sign of making money.

Moreover, they threatened to cannibalize other more mature parts of the business, permanently reducing the profitability of traditional areas. And those that did wholeheartedly take on the digital media tended to be those obsessed with technology for its own sake. Again, their work was technique-driven, rather than imaginative. But this will change.

Traditional businesses will be cultivate online expertise. Startups will develop advertising expertise. There will be competition and mingling of skills. The new media will no longer be thought of as new—they will simply be another channel among many in the media repertoire.

Whatever media owners do, they will have to find ways to continue to attract and retain talent. The critical deficiency many big marketing services groups will face is a lack of good people. Young people, especially, tended to shun big, hierarchical organizations. WPP has rehired many people who left to join the first Internet boom. I spoke to many of them. Many said they would leave again if another opportunity came up.

“ It has been hard for traditional advertising agencies and marketing services firms to embrace the Internet. ”

David Ogilvy, founder of Ogilvy & Mather, now a WPP company, and the man regarded as the father of modern advertising, talked about the importance of direct communication. The Internet is a subset of direct and one-to-one communication. It is another medium by which you can communicate on an individual basis. And it is the most powerful at linking people up at close-to-zero cost.

We can no longer think of the Internet as just another advertising medium which can be booked and filled. It is a two-way channel. It requires a mutually beneficial exchange of value—whether it's time, attention, creativity, information, or money.

It works best when it leverages the differences among people—based on what they tell you or you can discern about them. It is the opposite of traditional advertising, which relies on the similarities between people. In this way it is closer to data-based marketing. It is a palette in which advertisers can create media. It's not only a medium in which one “buys” advertising.

The advertising industry's job isn't to bet on technologies. It is to provide advertising content and brand-building for whatever platform people are using. It is to understand what is happening technologically and advise our clients how much they should spend and where. As long as agencies continue to do that, they will prosper and win a place in the future. ●

Sir Martin Sorrell is chief executive officer of WPP.



In China, as elsewhere, a good deal of hype and celebrity gossip is online. Super Girl, a Chinese talent contest for female singers inspired by Pop Idol/American Idol, attracted 800 million votes by mobile phone...and China has only 400 million mobile handsets.



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Jean-Marie Colombani
Editor, Le Monde

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Chairman/CEO/Chief Creative Officer, R/GA

George Kliavkoff
Chief Digital Officer, NBC Universal

Larry Kramer
President, CBS Digital

Ross Levinsohn
President, Fox Interactive Media NewsCorp

Carolyn McCall
Chief Executive, Guardian Media Group plc

Vincenzo Novari
CEO, 3 Mobile Media Company

Alan Rusbridger
Editor, The Guardian

Anne Saunders
SVP Global Brand Strategy and Communications, Starbucks Coffee Company

Jim Spanfeller
President & CEO, Forbes.com



My first OPA Global Forum for the Future, like my first TED conference, was an eye- and mind-opening experience that changed my thinking about the future of content, commerce and communication.

**Steve Hayden: Vice Chairman
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japan's women in marketing

asako hoshino

NISSAN MOTOR CO.

B Y
D A V I D
K I L B U R N

This is the fourth in
an occasional series
about Japanese women
who have achieved
success in marketing
communications despite
facing obstacles.

Even a casual reading of news stories from Japan is enough to suggest that the role of women continues to be a social issue. Controversy over whether a woman could ascend the Chrysanthemum Throne only ended when the Crown Prince's sister-in-law gave birth to the first male child in the imperial family in four decades. Although there have been eight reigning empresses in Japan's long imperial history, a 1947 law allows only men to inherit the throne thereby barring the Crown Prince's daughter from becoming a reigning empress.

Prime Minister Koizumi had hoped to pass legislation for change but was thwarted by conservative forces.

Yet there was little controversy, when Japan's new Prime Minister, Shinzo Abe, chose to appoint two women to hold crucial posts in his first cabinet this September. Hiroko Ota, 52, became Minister of State for Economic & Fiscal

Resigning from a major blue-chip corporation was almost akin to going into permanent exile from the business mainstream.



Policy. Sanae Takaichi, 45, became Minister of State for Science & Technology Policy, Innovation, Gender Equality, Social Affairs, & Food Safety. Of course, there was some criticism. Some wondered why the prime minister, who has said one of his priorities is making better use of women in the work force, should choose only two women to help manage the country.

So it is not surprising that cracks continue to be made in the glass ceiling that once curtailed the careers of Japanese women. However, the story of Asako Hoshino, Nissan's corporate vice

president in charge of marketing research and first female corporate officer, is remarkable. It illustrates how a major Japanese company can take decisions that fly in the face of an entrenched conservative culture as well as the tenacity of Hoshino-san in pursuing career goals, which seems quite normal in many Western markets.

Graduating in economics from Japan's Keio University in the early '80s, Hoshino

looked for a job where she could put her analytical skills and knowledge of economics to use. At that time, Nippon Credit Bank was one of the few Japanese financial institutions to offer women equal career opportunities and salaries, and so she joined them in 1983, just a few years before the Japanese government passed the Equal Employment Opportunity Law which came into force in 1986.

“I wanted to join the research department, but I was put into international finance. That was a booming business for Japanese banks, and the job itself was very exciting. My colleagues were men, and nearly all of them were MBAs. Though there were some women in the department, they worked only as assistants. I was the first woman graduate to be recruited by the bank with the promise of equal opportunity,” she recalls.

“I was working with the bank’s London office and so, one day, I asked my boss if I could be transferred there to get the kind of international working experience my male colleagues usually possessed. He thought that was a very good idea, and so I naturally expected a transfer to be arranged.”

However, that was not to be. Eventually, she was called to a meeting with the bank’s human resources department. “The HR manager began by saying: ‘Actually,

we have no experience of sending a woman employee overseas. We must be very careful, and we have to think about your family.’”

Hoshino had been an exchange student at Cambridge University in the U.K. and also speaks fluent English, so she was quite able to look after herself. For a moment, she didn’t grasp the sub-text, that the bank was not willing to transfer her.

When she did, Hoshino decided to resign. However in those days, resigning from a major blue-chip corporation was almost akin to going into permanent exile from the business mainstream. She discussed the situation with friends in international companies, and one suggested she should study marketing, but in the U.S. rather than Japan.

“My friends told me that Japanese marketing was rather backward compared with the U.S. Japanese marketers tend to think it is all gut-feel, but it is more like a science. You could become the first marketing scientist in Japan, one told me,” said Hoshino.

She studied the rankings for U.S. graduate schools and saw that Northwestern University’s Kellogg School of Management was rated No. 1 in marketing so

Hoshino (front row, left) with fellow students at Northwestern University in 1986.

went to study there for two years.

When Hoshino graduated in 1988, the Japanese economy was booming. Japanese companies were expanding abroad. Many companies were looking for Japanese MBAs. “Since I had a background in finance, there were many exciting offers from consulting firms and financial institutions. However, her goal was a marketing career in Japan when she returned to find a new job.

Looking for a job in Japan proved a very different experience. Hoshino approached a variety of market research and other companies only to discover that most of these worked in ways that could not be described as rational nor scientific. The job offers were to work as a part-time translator. Eventually she joined Market Intelligence Corp. in Tokyo, one of the few firms

that met her criteria for professionalism. Since the company’s salary scale was based solely on age, Hoshino was hired on an annual contract as a senior consultant rather than as a career employee so that she could be properly compensated.

By 2000, she had risen to become executive director and chief marketing officer at the company and also established herself at the forefront of market research in Japan. She was in demand as a speaker on research and marketing matters and had published a large number of papers in professional journals.

There she might have remained, but one day the telephone rang. It was a senior Nissan executive who said he had just read one of her papers and would like to meet her for a



ghosn on women

As Nissan's CEO, Carlos Ghosn regularly meets with company employees at all levels and in all sectors. This May, he visited Osaka, for a Q&A with Nissan's sales people, also called "car life advisors" (CAs) and "technical advisors." These are just two of many questions he answered (edited for length and style).



Carlos Ghosn



Ghosn meeting with female CAs in Tokyo in 2005.

Q: Why are more females being employed at Nissan? What is needed for long-term employment of women trying to strike a balance between marriage and raising children?

GHOSN: In all the surveys we do, whether the customer is a female or a male, they are asking for more female CAs. The majority of women customers prefer a woman salesperson, and even men prefer a woman salesperson. When you take a look at this, you say, well we should have at least 50% of our sales force made up of women. As you know, today, we have 5%. We have a very long way to go. Frankly what customers want is exactly what we need to do because we are a business, and, as such, we are here to satisfy our customers.

Second, when you have a better balance between men and women, the decisions taken within the company are better. When we take decisions on design, marketing, communications, advertising—doing these decisions without enough input from women often leads to not very good decisions. We have the example of our Web site. We had a team of Nissan employees, all women, who looked into the Web site, and the response was not good. There is not one single face of a woman on the Web site. This means that women customers looking at the Nissan Web site are not going to like it. Why we were able to come up with a Web site like this is because there were no women involved into the decision.

Q: This year we hired female CAs. What should we do differently than with male CAs?

GHOSN: I do not think you have to treat women and men in a different way. They are all contributors, and ultimately, people are evaluated on their results. The results for a CA are customer satisfaction, level, number of cars sold, loyalty of the customers, etc. Men and women have different ways to reach that. But ultimately, they should not be judged on the way they reach it; they should be judged on the final results. Is this customer happy or not, and how many sales did you make or not. That is what is important. But the coaching, the managing, is different, obviously, between men and women, or between people coming from different backgrounds. In my opinion, there is one difference, particularly for the young women who are joining today. I think you have to have confidence in them. That is very important. Often, I have seen many women lacking confidence because they have never been encouraged enough. They have never been coached enough. They never felt that people, their management, wanted them to succeed.

If you are in charge of a team, every single member of the team should know that you want them to succeed, that you are going to be here to support them to be successful, whether they are a man or a woman. If they have the impression that their boss does not care, or worse, that he does not want them to succeed for any reason, or they suspect that he does not like them, they are going to fail. Show them that you want them to succeed. Support them. When you trust people, they bloom.—DK



Hoshino (left) in 1989 when she joined Marketing Intelligence Corp.

discussion. Hoshino said she was working on projects for a rival automaker and would not be able to undertake any work for Nissan for the time being.

“It is not that,” said the caller. “I just want to have a general discussion with you.”

The two met at Nissan. “He didn’t bring my article with him,” recalls Hoshino. “He simply asked me to come and work for Nissan in a senior research role. I turned him down, saying that I was very happy in my job, that there were still a lot of achievable goals I wished to reach, and that I did not think that working for Nissan would enhance my career as a research professional.”

A short while later, a headhunter phoned her to discuss career opportunities. The two met, and Hoshino listened to a description of a very senior role at an unnamed but major corporation. After some discussion, she said it sounded interesting, even though she was not looking for a job. Would

she like to meet the client? “Why not, who is it?” she asked. “Nissan.”

Both meetings were without precedent. Senior executives at major blue-chip companies in Japan invariably spend their lives working up the ranks from the day they joined as fresh university graduates.

After a series of meetings with Nissan management, Hoshino eventually joined in 2002 as a vice president in charge of a newly created market intelligence department with a brief to re-tool the company’s approach to research and marketing.

Even as recently as 2002, research could be no more than a tool in the political feuding between rival departments in large companies. If a product flopped, marketing people might commission research to show that the design was flawed, while the designers would commission research that showed the marketing team had got the

pricing, advertising, or distribution wrong. Advertising agencies would provide research that showed that success was due to brilliant advertising while failure could not be laid at the agency’s door. Products could be developed and priced based on no more than gut feel, and

high failure rates were down to ever fickle but un-researched consumer tastes. Much research was also unnecessarily duplicated between different departments. Nissan was not immune from these pitfalls but now, after four years, Hoshino has largely succeeded in eliminating them.

In April of this year, Hoshino, now 47, was promoted to become a corporate vice president and the highest-ranked woman not only in Nissan but in Japan’s major corporations.

What prompted Nissan to go to such extraordinary (for Japan) steps

to recruit Hoshino? There is no direct answer to this question. But it is worth noting that after Carlos Ghosn joined the company as chief operating officer in 1999 (later becoming both president and CEO), Nissan took many radical decisions that previously would have been unthinkable. In the quest to “_Shift” culture, products, and services—_Shift is truly much more than an ad slogan—Hoshino’s appointment to this position shows how this thinking has been carried through to human resources and corporate recruitment.

When Hoshino eventually met Ghosn, he said, “We would like to have you at Nissan for three reasons: Your expertise in marketing, your international experience, and because you are a woman.” •

Other women profiled in this series:

Hiroko Koide, *Nippon Lever*
Kumi Sato, *Cosmo Public Relations*
Mari Sagiya, *IBM Japan*



Hoshino (right) in 1997 as director, Marketing Intelligence Corp.

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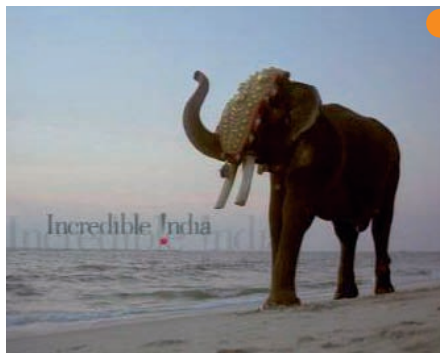
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Client
GlaxoSmithKline's Sensodyne
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Gold



What does he recommend?



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Bronze

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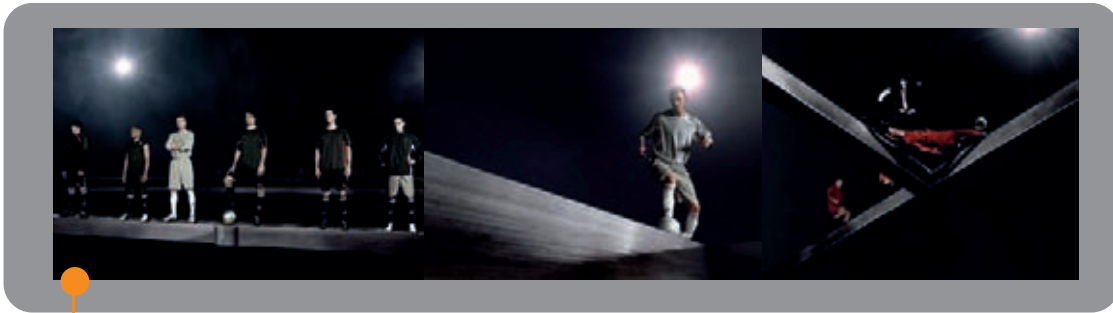


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Agency office
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Award
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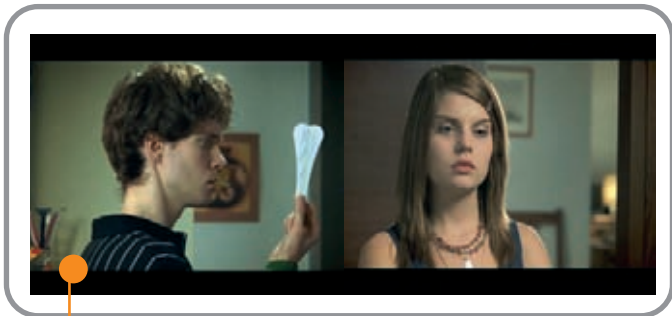
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Grand Prix Winner
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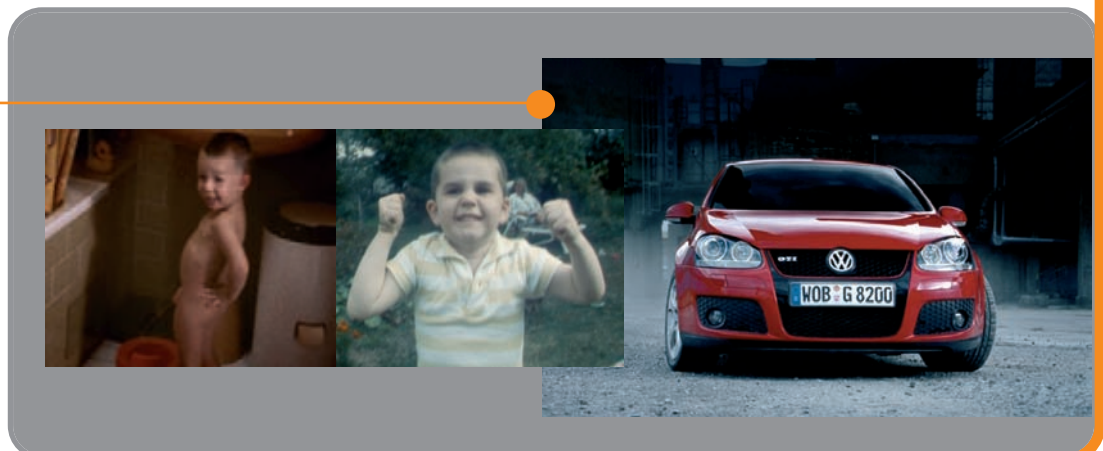


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average issue readership of international publications

title	2006		2005	
	000s**	%	000s**	%
dailies				
Financial Times	711	7.0	679	6.7
International Herald Tribune	188	1.8	169	1.7
Wall Street Journal Europe	149	1.5	147	1.4
USA Today	132	1.3	127	1.3
weeklies				
The Economist	673	6.6	557	5.5
Time	576	5.7	513	5.0
Newsweek	402	4.0	332	3.3
BusinessWeek	215	2.1	194	1.9
fortnightlies				
Fortune	180	1.8	168	1.6
Forbes	115	1.1	116	1.1
monthlies				
National Geographic	861	8.5	839	8.3
Scientific American	323	3.2	263	2.6
Harvard Business Review	272	2.7	253	2.5
Euromoney	145	1.4	102	1.0
Bloomberg Markets Magazine	116	1.1	83	0.8
Institutional Investor	62	0.6	44	0.4
CFO Europe	56	0.5	51	0.5
All International Publications	2,631	25.9	2,504	24.7

viewing of international television

channel	daily reach		weekly reach	
	000s**	%	000s**	%
Eurosport	1,103	10.9	2,692	26.5
CNN	707	7.0	2,058	20.3
TV5	683	6.7	1,425	19.1
EuroNews	660	6.5	1,816	17.9
Sky News	595	5.9	1,227	12.1
Discovery	550	5.4	1,551	15.3
MTV	542	5.3	1,598	15.7
BBC World	450	4.4	1,304	12.8
National Geographic	393	3.9	1,271	12.5
Bloomberg	206	2.0	591	5.8
CNBC	126	1.2	408	4.0
International Channels	3,190	31.4	5,964	58.8
International News Channels	1,867	18.4	4,075	40.1

average issue readership of inflight publications

title	2006		2005	
	000s**	%	000s**	%
monthlies				
Lufthansa magazine	1,227	12.1	1,224	12.1
Air France magazine	971	9.6	886	8.7
High Life (British Air)	641	6.3	630	6.2
Business Life (British Air)	587	5.8	607	6.0
Ronda Iberia	533	5.3	531	5.2
Ulisse (Alitalia)	515	5.1	579	5.7
Scanorama (SAS)	474	4.7	484	4.8
Easyjet magazine	407	4.0	354	3.5
Holland Herald	293	2.9	300	2.9
Swiss magazine	244	2.4	256	2.5
Blue Wings (Finnair)*	186	1.8	180	1.8
Voyager (British Midland)	122	1.2		
bi-monthlies				
Sky Lines (Austrian Airlines)	211	2.1	193	1.9
Atlantis Magazine (TAP Portugal)	192	1.9	172	1.7
Red Hot (Virgin)	149	1.5	163	1.6
Cara (Air Lingus)*	139	1.4	138	1.4
All Inflights	3,967	39.1	4,140	40.8

*change in publication frequency

**number of respondents

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audience profile

	2006	2005
Average personal annual income	€82,500	€79,700
	%	%
6+ international business air trips in past 12 months	16.2	14
GPS technology	24	21
MP3 ownership	42	27
Internet access/connection	97	97
Bought products or services online	76	73
Average spend on the Internet	€1,161	€1,024



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CLIENT SERVICES DIRECTOR
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If you travel as often as I do, it can become quite a challenge to squeeze all your stuff into hand luggage. With this roomy Eastpak travel bag, I can fit everything I need and save loads of time bypassing the luggage belt.



NOTEBOOKS

This lightweight Sony Vaio is a traveler's best friend. It's handy for work en route. For any loose thoughts that pop up, I always carry an "old school" paper notebook to jot them down.



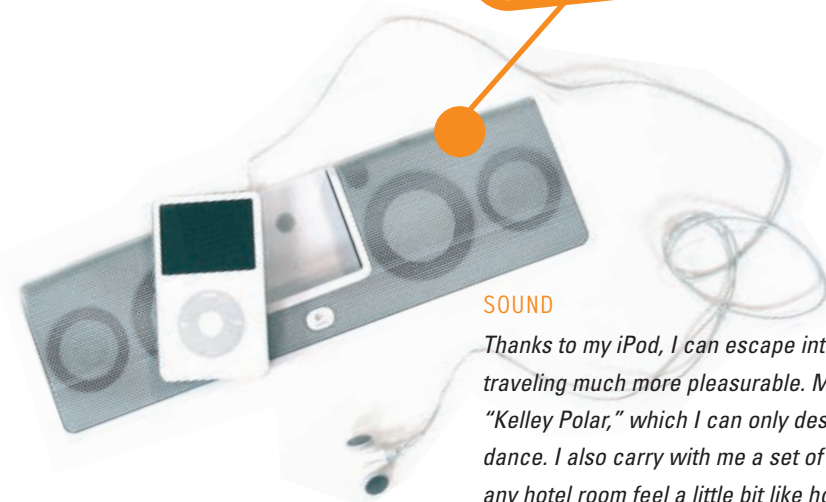
SHADES

The key element in my bag is my pair of Gucci sunglasses because you never know the weather at the other end.



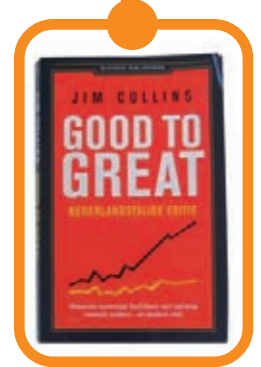
CAMERA

This small-size Fuji easily fits in my pocket for impromptu photos that I can enjoy now and later. I also enjoy documenting all of the hotel rooms I sleep in.



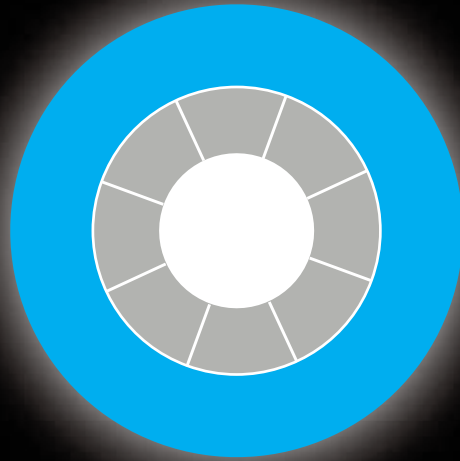
SOUND

Thanks to my iPod, I can escape into my own world which makes traveling much more pleasurable. My favorite album right now is "Kelley Polar," which I can only describe as electronic ambient dance. I also carry with me a set of mini speakers, which make any hotel room feel a little bit like home.



GUIDE

I am never without the inspirational book, "Good to Great" by Jim Collins, which provides clear guidance on how to stay true to what you do and how ultimate goals can be achieved.



Slowly, a law of
the universe will revert:
demand, then supply.

Until then, watch well:
networks give people power.
Action does quicken.

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LONDON

The 11th annual M&M Awards brought out a record crowd of more than 1,000 to London's Grosvenor House.

(All photo identifications from left.)

- 1 Alastair Aird, Hamish Davies, both Mediaedge:cia.
- 2 Alastair Whittle, Grey Global Group; Carolyn Carter, Sarah Hazell, both Grey EMEA.
- 3 Mike Jarvis, Banner Corp., Patrick Falconer, International Herald Tribune.
- 4 Adam Bishop, Steve Traveller, both Starcom.
- 5 Dana Whitaker, Dow Jones; Olivier de Montchenu, EuroNews.
- 6 Gilles Storme, Katia Herault, Louise Friend, all Sky News.
- 7 Emma Winchurch-Beale, The Economist; Oilly Comin, The Economist; Alex Stojanovic, Microsoft.
- 8 Amer Yaqub, Washington Post; Simon Taylor Publicitas.
- 9 Jean-Christophe de Marta, International Herald Tribune.
- 10 Jonathan Davies, CNN International.

NEW YORK

The New York chapter of the International Advertising Association heard Kathleen Finato, senior director, North American marketing, Motorola Mobile Devices, talk about the strategies of international clients and agencies.

(All photo identifications from left.)

- 1 Kathleen Finato, Motorola.
- 2 Michelle Kiely, Torsten Gross, Archana Kumar, Tom Sebok, all BBDO New York.
- 3 Michael Carroll, Harvard Business Review; Patrick Hale, Euromoney; Don Bussey, Bloomberg.
- 4 Larry Levy, L&L Associates; Alex Clemente, Harvard Business Review; Russ Stein, BBC World.
- 5 Olivier Berton, Publicitas; Satoshi Mochizuki, Asahi Shimbun.





Bavarian restaurant owner



MUNICH

IAA Germany celebrated its one-year anniversary as a new chapter with a two-day Oktoberfest program, which culminated in a traditional evening of Bavarian food, music, lederhosen, dirndls, and, of course, beer.



- 1 Hans-Peter Eisinger, Siemens AG.
- 2 Elisabeth Reinhard, Reinhard International; Ruth Bickel, Gong Verlag.
- 3 Nicolas Grivon, Regie Obs France; Monika Schütze, Bayer AG.
- 4 Annabelle Lees, Sky News; Matt Findel-Hawkins, Nikkei BP.
- 5 Mike Hewitt, Haymarket.
- 6 Charlie Crowe, C Squared Communications; Erik Wicha, Vogel Burda.
- 7 Angus Urquhart, USA Today.
- 8 Stefanie Battke, Departures and Centurion; Andrea Tappert, Tappert Media Services.
- 9 Vera Knötgen, Departures and Centurion.
- 10 Thomas Stickelmaier, Time; Jörg Stratmann, Fortune; Sabine Fischbach, Turner Broadcasting.

BEIJING



At a meeting hosted by the State Administration for Radio Film and Television and organized by the Cable & Satellite Broadcasting Association of Asia with CCTV-5 sports network, an audience of more than 400 international and China-based sports broadcasting executives heard about the importance of China as a global growth market for sports TV services.

- 1 Ma Guo Li, Beijing Olympic Broadcasting.
- 2 Marcel Fenez, CASBAA.
- 3 Ye Yu, Hill & Knowlton (China); Jonathan Spink, Home Box Office (Singapore).
- 4 Kevin Jennings, CASBAA.



NEW YORK

Thanks to a donation by Dentsu Inc., the UN Millennium campaign and the International Advertising Association are partnering for the IAA's annual global student advertising competition, called InterAd XI. Student teams will compete in addressing how to achieve the UN's Millennium development goals by 2015. Announcing the partnership (from left): Noriyuki Shutto, Dentsu; Salil Shetty, United Nations Millennium Campaign; Michael Lee, IAA.

SILVER SPRING, MARYLAND
During a September visit to the U.S., Prince Andrew, Duke of York (3rd from left), toured Discovery Communications' headquarters and met with key executives including (from left) Dawn McCall, John Hendricks, [Prince Andrew], and Judith McHale.



TOKYO

Teiji Kawamura, Sankosha Corp., and Grey Global Group's Chris Beaumont have agreed to jointly provide branding and marketing communications for clients in Japan's rapidly internationalizing Nagoya area, Chubu, known as Japan's manufacturing hub. The venture will operate under the name SankoGrey.



BEIJING

Officials of McCann Erickson and Beijing Jiaotong University have agreed to create a joint marketing communications program in which McCann will share successful practices and international case studies with the university and provide employment opportunities for students. Among those at the signing of a letter of intent were bottom row from left: Eric Einhorn, McCann Erickson Asia Pacific and McCann Worldgroup; John Dooner, McCann Worldgroup; Professor Tan Zhenhui, Beijing Jiaotong University; top row: Guo Haiyun, Beijing Jiaotong University; TH Peng, McCann Worldgroup Greater China; Sharon Kum and Anne Ng, both McCann Erickson Guangming.

TORONTO

Among the judges critiquing entries at the 48fest international film competition, part of the Staying Alive AIDS and HIV prevention campaign held at MTV Studios, were (from left) Susanne Boyce, CTV Media Group; Georgia Arnold, MTV Networks International.



MUNICH

When DMAX, Discovery Networks International's free-to-air channel focusing on the lifestyles and interests of upscale male viewers invited media buyers to a launch event at Tonhalle, there was a huge turnout. Among the attendees from the host: Magnus Kastner, Discovery Networks Germany; Annie Rodgers, Discovery Networks Europe.

<p>Keith TILLEY</p> <p>1988 LONDON Dorland</p> <p>1991 BRISTOL/BATH, U.K. RS Media</p> <p>1995 LONDON Billets</p> <p>1986 LONDON Ted Bates</p> <p>1990 LONDON Zenith Media</p> <p>1995 LONDON Mediaedge:cia</p> <p>2006 LONDON Mediaedge:cia</p>	<p>James ROS S</p> <p>1984 LONDON BBC</p> <p>1996 TOKYO Bloomberg Television</p> <p>2003 HONG KONG Bloomberg Television</p> <p>2006 HONG KONG Granada International/ITV Worldwide</p>	<p>Yang YE O</p> <p>1991 SINGAPORE Saatchi & Saatchi</p> <p>1995 SINGAPORE Ogilvy & Mather</p> <p>1996 SINGAPORE Bartle Bogle Hegarty Asia Pacific</p> <p>1999 LONDON Bartle Bogle Hegarty London</p> <p>2002 HONG KONG/SINGAPORE Fallon Asia</p> <p>2006 SHANGHAI TBWA\China</p>	<p>David CLARK</p> <p>1994 ATLANTA IBM</p> <p>1995 NEW YORK Simon & Schuster</p> <p>1998 NEW YORK Shanah Inc.</p> <p>2001 NEW YORK MTV Networks</p> <p>2006 NEW YORK The Venice Project</p>	<p>Fernando B E R E T T A</p> <p>1988 BUENOS AIRES Saatchi & Saatchi</p> <p>1990 BUENOS AIRES/SÃO PAULO Ogilvy & Mather</p> <p>1995 BUENOS AIRES/MEXICO CITY Grey Argentina</p> <p>2002 BUENOS AIRES/NEW YORK Grey Latin America</p> <p>2006 HONG KONG Grey Hong Kong</p>	<p>Development Director, EMEA</p>
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An air of change has taken hold in San Francisco, long one of America's most sophisticated, yet relaxed, cities. The hangover from the dot-com era is finally gone, leaving a sublime and confident city that has shifted from feeling outrageously overblown to reassuringly expensive. All the money made during that era seems to have finally found a home, making the city feel more grown up than it did 10 years ago. That's not necessarily a bad thing.

arrival

The new terminal at SFO is a fruit of a decade of labor. Sorely needed, long under construction, the terminal now provides a sophisticated arrivals point for the international traveler. It's complete with smiling immigration officials and a neat little train that bumps between terminals and the rental car units. It vaguely reminds one of a Disney monorail.

Generally it's better to cab it if you are staying in the city itself, but if your itinerary includes Silicon Valley, San José, or Napa/Sonoma, you obviously need your own set of wheels.

hotels

Downtown San Francisco is nothing but hotels, and during convention season, it's a nightmare to find anything great. About the coolest spot in town is the Clift, a Morgans Hotel Group property that is very beautiful. In the weird logic that is modern America, a dumpy room at the Best Western a few blocks away can cost roughly the same amount as a night here, and the big hotels like a Hyatt or Sheraton are even more expensive. So why would you stay anywhere else? Just never, ever, pick up the hotel phone. At \$12.79 for an unconnected call, it becomes apparent the business model is to get you in and charge you for extras, such as breathing.

Clift
495 Geary St.,
1-415-775-4700

Another good option is the W San Francisco, which has nice rooms. However, somehow it feels like it is full of people from flyover states no matter how admirably it tries.

If you've got the courage, The Inn San Francisco is an amazing option, located in the "up-and-coming yet-still-derelect" area of SoMa, South of Market. Opulent old-style rooms, a veranda, and about the nicest hotel proprietor in the world make this a deluxe stay for anyone interested in a unique experience.

The Inn San Francisco
943 S. Van Ness Ave.
1-415-641-0188

sf is for foodies

When the folks at Michelin cast their eye over America's culinary landscape, they pinpointed the Bay area as the second location for their famed Michelin Guides. Not LA, Vegas, Boston, or Miami. That tells you something.

We start with the French Laundry, because it is probably the best restaurant in America and one of the five best in the world. Thomas Keller is the only American chef to have received two three-star ratings (he also owns Per Se in New York). The attention to detail here rivals that of an Intel lab in regard to minutiae.

There are lots of other great places, but for the sake of fun, let's stick with the Michelin ratings here: try Bushi-Tei and Sushi Ran, Chez TJ,

and up in Napa Valley, the charming Auberge du Soleil, which offers so many amenities and beautiful settings



one is tempted to try to feign sickness in an effort to never leave.

Much of Napa is like that now—it seems very Provencal or Tuscan, depending on the location, but with much better service. A requirement of any drive through Napa or Sonoma is visiting a vineyard. Most offer tastings frequently in summer and fall and less often in winter.

back in the city

Head through Chinatown and past little Italy for an afternoon stroll into the Sunset neighborhood, a little spot south of Golden Gate Park. Here you can find a cluster of little shops and small contemporary galleries. One must stop is the highly recommended

Arizmendi Bakery
(www.arizmendibakery.org).

On Thursdays, the Ferry Plaza Farmer's Market offers a night market, where all the office workers gather to pick up fresh organic produce. They then hunker down for a selection of treats for the food lover. After a stroll, it's possible to hop the trams running in front of the Ferry Building down to Fisherman's Wharf. Sure it's an eyesore and

tourist trap, but it's worth it even if just to see the wharf sign on Pier 45 that reads "S&M shellfish—Dominating the Shellfish Industry."

It's that sense of humor that makes you kind of glad all that dot-com money has settled down a bit—relaxed and genteel. San Francisco has always displayed a subtle (yet it's there) smug attitude that the rest of the country just can't manage. Of course, underneath, there is a new revolution brewing. All the VCs and the money men are chasing a new holy grail of golden opportunity: energy. No doubt, now is the time to enjoy the city, before the next boom kicks off and pulls everything out of proportion once again. •

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