

the internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

NUMBER

2012

56

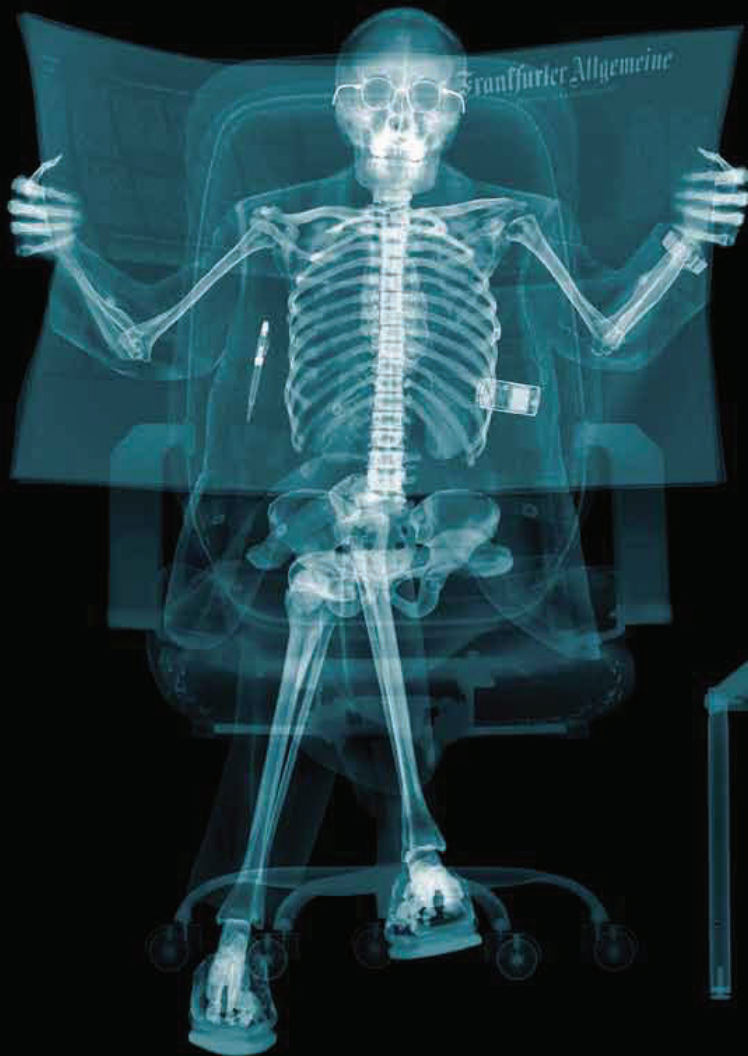
Celebrating Today's Brand Champions

THE INTERNATIONALISTS OF THE YEAR

From Stretched to Strengthened:
IBM's Global CMO Study

PLUS:

McCann's 12 Truths about Social Media
Dentsu's Vision After The Great East
Japan Earthquake



Frankfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

**Dahinter steckt
immer ein kluger Kopf.**

Mohamed ElBaradei, UN-Chefkontrolleur und Friedensnobelpreisträger

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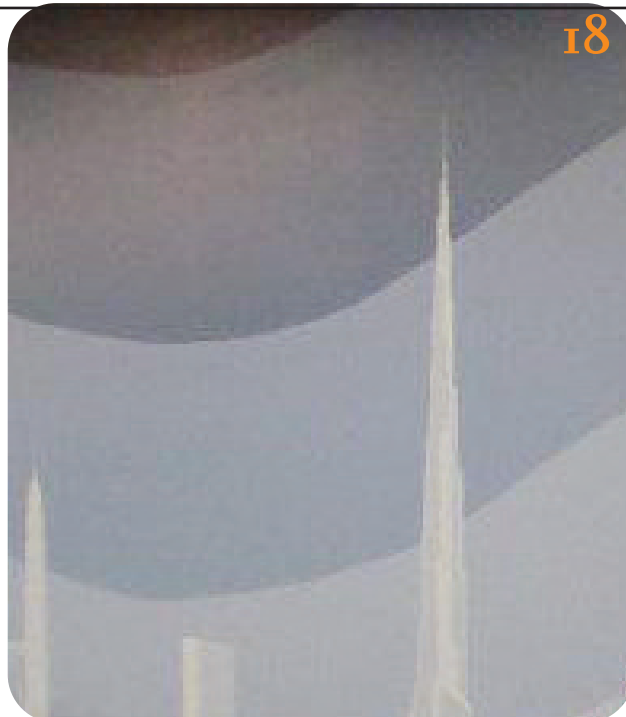
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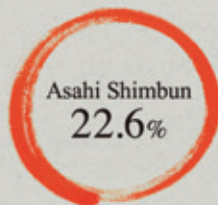


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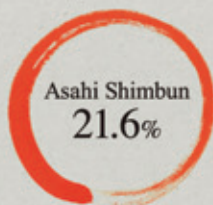
Best coverage of managerial levels in Japan



Nikkei
18.4%

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

Leading national newspaper in Japan



Nikkei
16.2%

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

Ad volume of luxury fashion brands*



Nikkei
1,819.4 columns

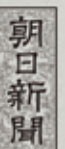
Data source: MRS Advertising Research Inc. Jan. - Dec. 2010
*Watches, accessories, bags, apparel and eye-wear

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Dedication to Innovation



This issue of **The Internationalist** salutes both the *Internationalists of the Year*—the brand champions who are instrumental in making campaigns work around the world, as well as highlighting "From Stretched to Strengthened," the first Chief Marketing Officer Study from IBM's Institute for Business Values, conducted in 1,700 face-to-face conversations with CMOs in 64 countries, representing 19 industries.

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

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

"From Stretched to Strengthened" underscores how the practice of marketing itself is undergoing unprecedented change and how the role of the CMO is also evolving dramatically. The study points to three opportunities that successful CMOs are finding as critical to transforming their thinking:

- A CMO's goal must be to deliver value to empowered customers.
- An organization's behavior is as much a part of the value equation as the products and services it provides.
- The pressure to be accountable is not merely a symptom of challenging times; it is a permanent shift that requires new approaches, new tools and new skills.

No doubt, in this environment, innovative thinking becomes a larger requirement.

Dentsu's CEO, Tadashi Ishii, also understands something about the significance of innovation as his company approaches the first anniversary of the Great East Japan Earthquake. In his New Year's address to employees, he discussed how innovation was a key focus, and said, "I believe the most crucial factor in achieving innovation is each individual's unshakeable will or, in other words, determination to change. True innovation is a discontinuous process, not a mere extension of conventional ideas or actions. ... We must be able to break away from our own history of past successes and the fixed ways of thinking we developed during the 20th century if we are to achieve fresh innovation."

Deb Malone
Founder

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12 Truths About Social in 2012

McCann Reveals Insights at CES

The Annual January CES (Consumer Electronics Show) in Las Vegas is generally first associated with the unveiling of new products and technologies to enhance everyday devices like TV, phones, computers and tablets. Increasingly, though, CES also demonstrates how consumers are becoming better connected. In marketing today, we are moving from a “Paid/Owned/ Earned” dynamic to one that also includes “Shared.”

Bearing this in mind, McCann Truth Central, the global thought leadership unit of McCann, used the backdrop of CES to introduce new proprietary research entitled 12 Truths About Social in 2012. Designed to uncover the impact of social media on consumers as well as brands, the study series was conducted across 19 countries, 30+ focus groups, and 12,000+ online interviews.

The study also suggests that we may now be living “in a brave new world of sharing, but it’s more important than ever for brand to support this sharing in a safe and responsible way as privacy concerns grow amongst consumers.

Below is a short summary of each of the 12 Social Media Truths:

TRUTH #1: **The Nature of What’s Private and Public Has Changed**

The monumental rise of social networking has caused a huge shift in the nature of what people believe they should keep private versus what they should share. 75% globally agree, “People share far too much information online these days.” Driven by technology’s dominance, the types and quantity of personal information we’re expected to share socially is growing.

TRUTH #2: **There’s no Shame in Being a ‘Stalker’**

With the advent of Facebook, Foursquare, Twitter and other social media outlets, people’s walls have come down in the context of sharing personal information. According to McCann Truth Central research, 1 in 3 people have googled people they hardly know to find out about their personal life, and 1 in 4 have read a partner or friend’s text messages.

TRUTH #3: **Consumers are Spending More Time Monitoring Their ‘Personal Brand’**

Consumers around the world admitted to multiple online personalities, tailoring what they post online suitable for family and employers versus trying to impress friends and social acquaintances. As an example how important this phenomenon is in emerging markets, in India, 35% of people say that they monitor their online brand by Googling themselves more than once a month, compared with the global average of 17%.

TRUTH #4: **Consumers Have a Growing and Complex Ecosystem of Friends**

The definition of friendship for young people is being reinvented. Using social media, a typical teenager is likely to manage and maintain multiple, intersecting groups of friends. In this sense, ‘connecting’ to a broader network of

friends has replaced the singular need to 'belong' to a tight-knit group of friends. McCann found that 47% of the youth globally want to be remembered for the quality and quantity of their connections.

TRUTH #5: Even within the Complex Online World of Friendships, Consumers Still Know What Makes a Real Friend

In these new, online spaces for people to be social, a lot of fake friends have cropped up along the way, referred to as "disposable friends" in Singapore or "obligation friends" in Australia. Yet our data indicates that the values that make a real friend are quite clear. Asked which values they seek in a best friend, young people globally opted for 'truthful', chosen by 42% and rated nearly twice as important as the next most important value ('genuine', chosen by 22%).

TRUTH #6: The Need to Broadcast Oneself Is Constant

Due to the increased importance of managing ones 'personal brand' online, the need to continue the conversation about oneself is constant and often requires an endless stream of consciousness, "I might be doing anything in life, but it doesn't matter if no one talks about it," observed a youth in India. Southern countries are embracing new technology and are even more keen to share about their lives. 80% of Chileans and 77% of Indians agree that they like sharing their thoughts and opinions with friends online, versus only 46% in the UK and 31% in Japan.

TRUTH #7: Everyone Now Has Some Type of Audience

The role for brands, consequently, is to create unique experiences, giving consumers a reason to post about it. Brands can win by helping their audience to look cool or fun in front of their friends and followers.

TRUTH #8: Everyone will become More Focused on Their Own Online Story

With the introduction of Facebook Timeline people will become even more focused on their own story. As one insightful British teenager remarked "We'll be better parents

than our parents because it will be easier for us to remember what it was like to be a teenager."

TRUTH #9: Brands Should become part of Their Consumer's Personal Stories

As brands offer more events and experiences to consumers, recognize that there is a lifecycle within the consumer timeline: anticipation, experience, aftermath, afterglow and reminiscence. Each stage will be reflected through social media.

TRUTH #10: Social Proof is a Powerful Force in Marketing

Social Proof is the human instinct to want to do things that other people do. Globally, over 90% of 16-30 year olds agree with the statement "if a company or brand impresses me in some way, I will make a point of telling my friends about it." Since word of mouth and online product reviews are still some of the most trusted and influential factors in buying decisions, it's important for brands to actively cultivate love communities of their fans and defenders.

TRUTH #11: If Brands Seek Advocacy, Make it Worthwhile to The Consumer

Looking at consumers globally, we were able to identify five groups of consumers based on their attitudes towards privacy and sharing data with and about brands and businesses. The largest group, the Savvy Shoppers, understands the sharing equation. This group, 37% of the global population (also 37% of the US population), is willing to engage with and socialize with brands and businesses, but want to receive something tangible in return.

TRUTH #12: When it comes to socializing with brands, customers want value

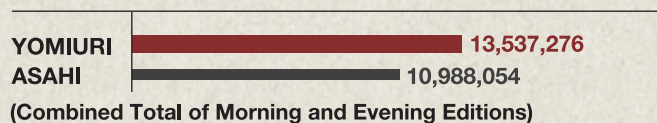
Globally, 86% of consumers understand that there are major benefits associated with sharing data with businesses online. For the majority (65%) one of the top two benefits of sharing data and socializing with brands is better access to discounts and promotions (a very "Savvy Shopper" mentality). 49% also found it beneficial that companies can show them goods and services that are personalized to meet their individual requirements.

YOMIURI, the Face of Japan.

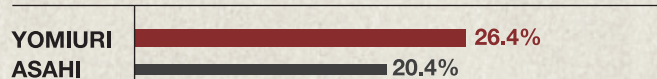
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sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report, average of Jul.-Dec.2010/J-READ2010 (Nationwide)

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

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Dentsu's CEO Discusses "2012 Innovation Challenge" following the Great East Japan Earthquake last March



Tadashi Ishii, *Dentsu*
President & CEO

The Japanese word kizuna, which means the bonds between people, symbolizes the sentiment in Japan today. "I strongly believe that communication is the key to developing bonds. The role expected of the Dentsu Group, with our mission to strengthen bonds between people through the power of communication, will be larger than ever this year."

— Tadashi Ishii, *Dentsu Inc.*
President & CEO

Japan's horrific Tōhoku earthquake and tsunami occurred last year on March 11th. Miraculously, the Japanese people with their extraordinary work ethic are making great strides despite the severity of the disaster. Even ad predications for 2012 are looking ahead to a Japan with positive growth. Nonetheless, for the Japanese, 3-11 is a much a pivotal date as 9-11 may be to New Yorkers, 7-7 to Londoners who experienced the series of bombing or our collective memories of the Banda Aceh Indonesia Tsunami in late December 2004 or Haiti's earthquake just 2 years ago.

Dentsu President & CEO Tadashi Ishii delivered the company's annual back-to-work earlier this month in Tokyo and cited how Japan's 2011 tragedy has led to both identity and innovation.

Here are excerpts from that address to Dentsu employees throughout the world that are indeed inspiring:

"As I look back on 2011, I am struck again by how many trials and tribulations, including the Great East Japan earthquake, were visited on the world in the course of the year. These and many other events created a strong sense that we were witnessing a major milestone or turning point in time. It is likely that 2011 will long remain in people's memories as a critical juncture in world history.

Although we faced a number of trials of our own during the past year, I also felt a genuine sense of the potential of the Dentsu Group which comes from the dynamism that our Group possesses as a global network. In solving the issues our clients face, our international network continues to produce synergy and results that transcend the limitations of any single country or company.

For the Dentsu Group, I believe that 2012 will be an important year that may have a decisive influence on the position of the Group in ten years' time. As we embark on what promises to be a watershed year, I am keenly aware of two key terms. These are **identity** and **innovation**.

The foundation of the Dentsu Group identity is the attitude that encapsulates the Dentsu DNA: a resolute, whole-hearted dedication to taking on the challenges at workplaces spiced up by an acute sense of professionalism. If all of the Dentsu Group's 20,000 employees embrace the Dentsu DNA when they meet each challenge, I strongly believe that the Dentsu Group will, as one big team, continue to provide services with incomparable value to our clients.

Alongside **identity**, the other key term to focus on is **innovation**. I believe the most crucial factor in achieving innovation is each individual's unshakeable will or, in other words, determination to change. True innovation is a discontinuous process, not a mere extension of conventional ideas or actions. Throughout the Dentsu Group, and in Dentsu in particular, which stands at its core, we must ourselves be able to break away from our own history of past successes and the fixed ways of thinking we developed during the 20th century if we are to achieve fresh innovation for Dentsu.

The Dentsu Group must take on two major challenges at the same time while continuing to provide ever greater value for our clients: to bolster our existing revenue base and to establish a new foundation for revenue going forward. This means we are facing the challenge of bringing about innovation in our business structure itself. As our clients' preferred partner, we will also need to establish new revenue models separate from the conventional advertising business."

How Spiderman Went to India... or the Concept of “Transcreation” Defined

Transcreation” has fast become an important modern concept for any international marketer. But what is transcreation? Some answers are best told by a story... particular one that involves a superhero. Once upon a time, not too long ago, Marvel Comics and Gotham Entertainment Group wanted to produce a comic book for the Indian market featuring an Indian-born Spider-Man whose “real” name is Pavitr Prabhakar. So, rather than battling the Green Goblin in the canyons of New York City, Prabhakar, clad in a dhoti, fights the demon Rahshasa against backdrops like Taj Mahal.

“Unlike traditional translations of American comics, Spider-Man India will become the first-ever ‘transcreation’, where we reinvent the origin of a Western property,” said Sharad Devarajan, the chief executive of the Gotham Entertainment Group. The goal was to closely match that of all cross-cultural marketers: make Spider-Man more relevant to the Indian audience, establish a deeper emotional connection with readers, and sell more comic books. Based in part on that example, **Textapeal** has launched the first official Wikipedia entry on the definition of transcreation. Here are some excerpts:

Transcreation is a relatively new term and its precise meaning is still being defined. It is thought by some to have originated in the computer and video game industry in the 1980s. According to this view, early manufacturers found that merely translating the words (written and spoken) used in the games was not sufficient to satisfy the majority of users in targeted markets. To make the games more enjoyable and relevant to users in different cultures, the makers began to tailor images and modify story lines to match the culture and expectations of those users.

In the 1990s, marketers and advertising agencies with international accounts began using the term transcreation to distinguish their work in this field from translation. The implication is that, when bringing an existing advertising campaign to a market outside the source language, much more is needed than a translation. As the concept of transcreation has taken hold, advertising agencies and marketers, realizing its importance, have added departments dedicated to this service.

Purpose

Transcreation refers to the process of taking a message that was created in one language and conveying it into another language, without the loss of salience. While, in theory, any message is a candidate for transcreation, the bulk of transcreative work performed to date has been in the advertising industry in media such as brochures, TV and radio ads aimed at end clients, and posters and flyers distributed to resellers. Websites are also the subject of much transcreation.

As markets continue to broaden, advertisers face special challenges. To be

effective, advertising must reach hearts as well as minds. Thus, the ability to transcend language and cultural boundaries is paramount to achieving an effective global marketing strategy. Not only must copy be translated correctly, but other factors must also be considered, such as culture, mores, dialects, idiom, humor, and context. Any perceived lack of respect for heritage, local values, beliefs and cultures may have a negative impact on consumers. To meet these challenges, companies that market internationally are increasingly using transcreation, whether via their advertising company or with a company specializing in transcreation.

The goal of transcreation is to transfer the intent, style, vocal tone, and emotional salience of the message from the source language to that of the targeted audience. The process thus requires expertise in marketing, as well as linguistic skills and a firm grasp of targeted cultures.

Transcreation and Translation

Translation and transcription are related processes, but they are not identical. Translation in the Western world has a centuries-long history and has been marked in practice by two “ideal” approaches – metaphrase (word-for-word translation) – and paraphrase (i.e. “say in other words”). Due to idiom and the wide variety of local usages, word-for-word translation has long been considered inadequate and the best translations take into account the vocabulary, grammar, syntax, idiom and local usage of the target audience while remaining faithful to the text, and context, of the original document.



Transcreation expands upon translation by focusing not so much on the literal text, but on discerning the emotional response by viewers in the source language and working to elicit the same response from viewers in the target market. It is about “taking a concept in one language, and completely recreating it in another.” Absolute fidelity to the text is secondary to eliciting the desired emotional response by the target audience.

Examples

The computer chip-maker Intel wanted to bring its successful “Intel: Sponsors of Tomorrow” campaign to Brazilian markets, but research showed that “Sponsors of Tomorrow”, rendered in Portuguese, implies that Intel would not deliver on its promises immediately. The line was modified to read, in Portuguese, “Intel: In love with the future”, thus appealing to the presumed passionate nature of the target audience.

In the 1990s, the Swedish automobile manufacturer SAAB launched a new convertible model and, in the ensuing advertising campaign, wanted to establish the idea that the car allowed passengers to experience wide-open spaces. In the U.S., the ad’s headline read “Saab vs. Oxygen bars”, because oxygen bars were popular in the U.S. at the time. In Sweden, the same ad ran with the headline “SAAB vs. klaustrofobi”. By substituting ‘oxygen bar’ with the Swedish word for claustrophobia, the transcreators changed the literal meaning of the message but appealed to the same emotions as the U.S. ad did.

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In 1970, a US company set out to advertise their soap in Saudi Arabia. The ad showed the following progression of pictures: a pile of dirty laundry on the left, a washtub full of soapsuds in the middle and a pile of clean laundry on the right.

But since Arabic is read from right to left, the ad was a total flop.

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Putting Newfoundland Canada at the Center of the Global Advertising Map

Ask the average citizen of the world about Newfoundland and many would consider it as “the middle of nowhere.” For those old enough to remember Trans-Atlantic air travel in the early 1960’s, Newfoundland’s Gander International Airport was a busy hub as planes, before the jet era, made frequent refueling stops on the way to Northern Europe. Gander made the news again when it hosted thousands of flights during the September 11th Crisis when US airspace was closed.

Centuries earlier, Newfoundland’s Northern Peninsula also saw the landing of Leif Eriksson and his crew of Vikings in 1000 AD.

However, today, the Newfoundland capital city of St. John is home to a small team of four that creates an extraordinarily large global advertising service by employing a truly modern approach to building a worldwide business. St. John just might be redefining what we call a center of excellence.

Newfoundland-based GlobalADSource with tagline “Know More,” brings the world’s advertising to your desktop. It is a comprehensive online source of advertising intelligence, competitive research and creative inspiration with access to nearly 12 million ads from over 50 countries spanning 5 types of media (television, radio, print, outdoor, and internet) in 27 languages.

There is no advertising resource that’s larger in content.

GlobalADSource was the inspiration of Canadian entrepreneur Ed Clarke and his company, adfinitum, founded in 2006. Clarke is no stranger to start ups. In 2002, he created inewsnetwork, a global news monitoring network, which now carries media data from over 84 countries on a single, common database. Four years later, he sold the balance of inewsnetwork shares to an early stage inewsnetwork investor. Recognizing a nascent opportunity in the advertising

monitoring sector, Clarke and a development team custom designed software to pursue the GlobalADSource project.

The advertising resource site now works with individual subscribers, as well as corporations like IPG, JWT, Publicis Groupe, Nokia, Lancôme, and Procter & Gamble.

So what’s next for GlobalADSource? They are hiring beyond St. John for the first time with a new VP Sales in New York and Director of Sales in London, plus they’re developing a Enterprise Edition for corporate clients. No matter how much they grow, Ed Clarke insists on the personal touch in a largely automated service. He believes that people count and visits partners each year—given the long tradition of Newfoundland aviation service!

For more information, go to: GlobalADSource.com



Interbrand Answers:

Interbrand, the world's largest brand consultancy, has introduced 2012 with forecasts for key product categories and industry sectors authored by their top executives and leading thinkers throughout the globe.

The company takes a provocative look at 15 areas of contemporary interest and offers trends and calls-to-action that can benefit anyone who takes brand marketing seriously. Highlights include:

Airlines: Poised to build deeper relationships with consumers via mobile technology and social networks

Automotive: Slower growth, but renewed vigor and innovative technologies

Business Services: The year of the business service brand

Consumer Packaged Goods: Redefining the value proposition for CPG brands

Digital: Helping consumers make everyday choices in the face of big data

Fast Developing Markets: Should we call them just "Developing Markets" now?

Financial Services: A world of challenges sets an uncertain stage

Food & Beverage: Selling optimism and accessibility will drive growth

Healthcare: Will healthcare be the new "green"?

Hospitality: A shift toward value

Luxury: From the economy of luxury to the luxury of economy

Media: Consumers win in 2012

Retail: It's about the brand, not about the store

Technology: Tech marches on, led by the consumer

Telecommunications: More of the Same?

Finding a single theme to unify such diverse areas isn't easy; however, a number of current issues are impacting the development of these key sectors.

Among them are:

1. Global Economics
2. Social Media
3. Consumer Attitudes toward Brands
4. The Rise of Brand Voice

"The game has changed. Today's consumers want brands that not only understand and meet their needs, but also validate their purchase decisions."

— Dyfed "Fred" Richards & Ted Monnin on the Consumer Packaged Goods sector

What's in store for 2012?

“Reduced growth could give these countries the chance to reorganize and make necessary infrastructure adjustments, enabling them to continue their desired (and expected) development in a more sustainable way.”

— Alejandro (Alex) Pinedo on the Fast Developing Markets sector

According to By Josh Feldmeth, InterBrand's New York CEO, “The forces reshaping global markets—resource scarcity, risk, rising regulation, debt crisis, etc.—demand that companies develop radically new capabilities. Energy companies must become marketers, and marketers must become more like actuaries. Actuaries need the soft skills of bank relationship managers. The bankers need to start acting like retailers, and the retailers need to act a lot more like Amazon.”

“Slowdown” has quickly become the catchword that best describes the economic situation in fast developing markets,” says Alejandro (Alex) Pinedo,

Managing Director of Interbrand Brazil. “But slowing is not synonymous with stopping. In fact, reduced growth could give these countries the chance to reorganize and make necessary infrastructure adjustments, enabling them to continue their desired (and expected) development in a more sustainable way.”

Both Dyfed (Fred) Richards, InterBrand's Global Executive Creative Director for Consumer Packaged Goods and Ted Monnin, Creative Director, based in Cincinnati, concur on the relationship between the economy and consumer attitude. “The worldwide economic downturn,

exacerbated by governmental ineffectiveness and corporate misdeeds, has shaken consumer trust in large institutions, including those companies that manufacture and sell national brands. People from all walks of life, cultures, and backgrounds are asking questions — real and valid questions — about the companies, stores, and brands they patronize: “How are my favorite brands conducting themselves in the marketplace? Where are they sourcing raw materials? How socially and environmentally responsible are they?” Brand behavior will be held accountable, and consumers will vote with their wallets.”

“Over the last few years, social media has helped fuel important people-led movements. Be it the Arab Spring, various “Occupy” movements, or simply product recommendations, the use of social media has shifted from fun into serious business—in social, political, and economic terms.”

— Cassidy Morgan on the Media sector

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

Daily Newspaper to Launch for Tech-Savvy Europeans

A bold, new project is planned to debut this April: A European newspaper—(yes, in print, as well as on mobile and tablet), headquartered in Amsterdam, and created by founders outside the world of publishing.

Intended for a new generation of “Young Affluent Metropolitans,” **European Daily** will provide quality news and analysis in English, from a European perspective, and act as a platform for pan-European debate. It will include features on politics, culture, sports, and other thought-provoking topics—all focused solely on Europe.

The concept of **European Daily** was developed by three smart European entrepreneurs—all members of the “digital native” generation.

Founder Johan Malmsten, an enthusiastic European, is Swedish, and living in Brussels. He studied international business at Harvard University and organizational behavior at the London School of Economics. He achieved his bachelor's degree from Stockholm University in economics and political science within a year. He also holds a master's degree in economic history from the London School of Economics and has studied philosophy at Oxford University.

Christofer Berg, also Swedish and based in Brussels, is a Co-Founder of European Daily and Advisor to a Member of the European Parliament and has worked at both the European Commission and at Transparency International. German-born Daniel Freund is the third member of the founding group and has been a Policy Advisor for the European Parliament and part of the Office of the European Union to Hong Kong and Macao.

DETAILS: European Daily

Projected Readership: The European Daily directly targets the mobile, open-minded and affluent Europeans who speak English and have networks that span several European countries. The typical reader is expected to be 45 years old, have a university degree, speak at least two languages and make 75,000 a year.

Availability: With a minimum circulation of 100,000, the print edition will be for sale in 43 metropolitan areas in 31 European countries. It will also be distributed in lounges at the busiest airports, onboard all major European airlines and train carriers, in high-end hotels, in institutions and at global businesses.

Price of newspaper is €2.50.

Available on tablet and smartphone applications for Apple and Android and online at europeandaily.com.

Quick Facts:

- Publication days:** Monday-Friday
- Estimated print readership:** 250,000
- Circulation rate base:** 100,000
- Full page rate:** €23,625
- Launch discounts:** 30-75%
- Print format:** Berliner, full color
- Print pages:** 16
- Planned launch:** April 2012

Download the ‘Preview Edition’ at <http://edai.ly/preview>



GLOBETROTTERS

from the blackberry of deborah malone



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

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



SCOTT BERG IN A NEW ROLE AT IHS

Most people know **Scott Berg** from his active blogging, as well as his 15 years at Hewlett Packard with roles in Media, Communications and Global Digital Strategy. Scott has always been a provocative industry thinker and an accomplished doer who's naturally attracted to marketing's leading edge. His areas of marketing accomplishment are staggering—from Social Media and Digital Strategy and Execution to

Domestic and Global Market Expansion; from Customer Relationship Management to Mobile Marketing and Advertising; from Database Marketing, Analysis, Segmentation and Development to Brand and Creative Development. The list should inspire new graduates who seek a long career—just to master some of these sectors!

This January, Scott took on a new role in his home of Houston, Texas as Senior Director, Transactions & e-Commerce at IHS, the global information provider to the Fortune 500, consultants and government agencies. He's responsible for developing and growing all digital, social and web-related e-commerce and transactional sales for IHS on a global basis across all product lines.

With comprehensive content, insights and expertise, IHS operates in those pivotal areas shaping today's business landscape: energy, economics, geopolitical risk, sustainability and supply chain management. The company employs over 5,500 people in 30 countries.

Scott Berg has named an Internationalist of the Year in 2010.

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chain management. The company employs over 5,500 people in 30 countries.

Scott Berg has named an Internationalist of the Year in 2010.

STEVE WHEELER HEADS MARKETING AT BUPA INTERNATIONAL

Steve Wheeler was also an Internationalist of the Year, named in 2006. After a long career at Emirates Airlines in Dubai, Steve returned to the UK and is now the Head of Marketing for Bupa International, the healthcare giant that provides health insurance, home care and other health services. Although the travel and healthcare industry may not initially seem to have a lot in common, the

international nature of their marketing certainly does. Bupa has operations around the world, principally in the UK, Australia, Spain, New Zealand and the USA, as well as Hong Kong, Thailand, Saudi Arabia, India, China and across Latin America.

Steve joined not long after Bupa UK launched a multi-million pound campaign to reposition the brand, called "Helping You Find Healthy." This marks a new wave of advertising for Bupa and part of a major multi-platform campaign for the company. Bupa's purpose is to help people lead longer, healthier, happier lives. And we wish Steve the same in his new role.



MOTHER TONGUE WRITERS GOES GLOBAL

The expansion of Mother Tongue Writers, the UK's largest specialist adaptation and transcreation agency, into the Asian Pacific region provides advertisers and marketers with a round-the-



world, round-the-clock service. Mother Tongue Writers' new base in Singapore, which opened in December, joins up the company's London, Barcelona, Düsseldorf and New York offices.

"While we all enjoy those stories of companies making a major faux pas in language or interpretation when launching a new brand or advertising campaign in another market, what if you were the one

responsible for the mistake?" says **Guy Gilpin**, Co-founder and Managing Director of Mother Tongue Writers.

"It's a tragedy when you see excellent advertising campaigns and product launches compromised by poor understanding of language and cultural issues, but it's not surprising. How can you expect anyone but specialists to have knowledge of all the nuances and pitfalls of communicating campaigns into different countries and across cultures? What is important is to recognize when foreign-market expertise is needed and to use it.

"Campaign adaptation is a blind faith experience for agencies and clients. You need to make sure that you have specialist help at hand that goes deeper than just translation.

"To drive a successful global campaign, you can avoid going wrong by building in adaption and transcreation help. Our research estimates that less than half of global companies have their endlines translated by specialists, which means plenty of scope for error," says Gilpin. "And with almost half of all

advertising translation being done in digital formats, there are issues with the layout and way information is viewed and absorbed by users, so digital transcreation also requires a different skill set."

Mother Tongue Writers was founded in the UK by Guy Gilpin and Mirella Hogan, both ex-Saatchi. Over the last 20 years, it has set new standards in the transcreation industry when it comes to accuracy, creativity, quality, speed and reliability. Heading up the new Singapore office is James Bradley who was previously with Mother Tongue Writers in London.



**SASHA SAVIC
MEDIACOM AS US CEO**

Sasha Savic, who was named an Innovator by Internationalist magazine in 2011, will join WPP's MediaCom in the spring as US CEO. This is a new position for the media agency as the company expands its leadership team under Harvey Goldhersz, North America CEO.

Sasha has enjoyed a number of key media roles in the US—from EVP Director of Global Accounts at Universal McCann to EVP Global Managing Director of Starcom MediaVest Group on P&G to, most recently, COO of Havas Media North America. He is originally from Bosnia.

Mural of the World's Cities Transforms IAA HQ

The International Advertising Association may be headquartered in New York, but all who visit now also see the world. A mural, wrapping around the office's two largest walls, depicts iconic buildings from each continent that immediately conjures up the world's key cities—all home to IAA local chapters. Visitors immediately stop in their tracks to see how many locations they can name. (Hint: images start with Australia and move west.) It's a wonderful way to inspire the team and make the world of the IAA seem closer.

The Mural was designed and painted by both Mac Love and Harrison Love—brothers who are both professional artists and in the advertising business. Mac is the Manager of Business Development at Sterling Brands and Harrison was recently Creative Director for Upsilon Ventures and now spending more time on his art. The IAA project is not their first shared mural. A Love Brothers Collaboration of abstract art graced the Celsius Lounge at Citi Pond in New York's Bryant Park during November and December. Called "Beautiful Later" the exhibition's inspiration was a quote from Mona Simpson's eulogy for her brother, Steve Jobs: "Fashion is what seems beautiful now but looks ugly later; art can be ugly at first but it becomes beautiful later." Their work can be seen at www.macloveart.com and www.harrisonlove.com (If their extraordinary last name sounds familiar, they are the sons of Omnicom's Vice Chairman, Tim Love, who's also an artist.)



Congratulations to The Internationalists

Eighteen international marketing leaders have been named *Internationalists of the Year* by **The Internationalist**. These individuals are truly the people behind today's outstanding marketing thinking and brand communications.

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

The Internationalists include:

Morten Albaek, Group SVP, Group Marketing & Customer Insight — VESTAS WIND SYSTEMS

Barbara Basney, VP Global Advertising — XEROX

Pete Blackshaw, Head of Global Digital & Social — NESTLE

Kim Chrystie, Sr. Manager Advertising and Media Strategy — EMC

Anna Griffin, VP Global Brands & Campaigns — JUNIPER

Ben Jankowski, Group Head of Global Media — MASTERCARD WORLDWIDE

Fritz Johnston, VP Global Brand Management & Advertising — THE BOEING COMPANY

Susan Jurevics, SVP, Global Retail CRM and Brand Marketing — SONY CORPORATION

Laurie Kasper, Global Media Manager — INTEL

of the Year!

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

There may never have been a more exciting time to be a marketing leader, despite today's complexities. The global overlay of regulations, carbon footprints, CSR, cultures, languages,

political environments and a myriad of differing perspectives all contribute to describing one of the world's most challenging occupations — played on a very public stage fraught with immediate customer reaction that directly affects a brand's potential for success.

Highlighting the **people and ideas** behind today's successful cross-border campaigns and breakthrough accomplishments is at the heart of **The Internationalist's** mission. All of these Internationalists have been nominated by their industry colleagues for their work in 2011. Final selections were made by the **The Internationalist** advisory board and editorial team. These men and women join 89 other individuals named since 2004.

Sanjay Khosla, President Developing Markets — KRAFT FOODS

Michelle Klein, VP Smirnoff Global Marketing/ Communications & Digital — DIAGEO

Rob Langtry, Strategy & Marketing Officer — AUSTRALIAN WOOL INNOVATION

James Moorhead, Associate Marketing Director — GILLETTE

Erich Parker, Director of Corporate Strategic Communications — DU PONT

Sue Shim, CMO of Global Marketing Operations — SAMSUNG

Roshene Singh, Chief Marketing Officer — SOUTH AFRICA TOURISM

Colin Westcott-Pitt, VP Marketing/ Dos Equis, Amstel Light and Newcastle Brown Ale — HEINEKEN

Betsy Wilson, Director of Global Advertising — UPS

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82%* OF THE GERMAN POPULATION READ HUBERT BURDA MEDIA BRANDS.

*MA 2011/II



SANJAY KHOSLA
*President Developing Markets,
 Kraft Foods Inc., Northfield, IL*

As President of Kraft Foods Developing Markets, Sanjay Khosla leads Kraft's \$13.6 billion businesses in outside of North America and Western Europe--specifically the Asia Pacific; Central and Eastern Europe; Middle East and Africa; and Latin America

regions. His roster of more than 100 iconic brands, such as Cadbury, Halls, Jacobs, Lacta, Milka, Oreo, Tang and Trident are experienced in more than 60 countries.

With more than 30 years of international business experience and a clear strategy of "Winning through Focus," Sanjay turned around this important business -- catapulting it to top-tier performance. He joined Kraft Foods in January 2007; today, the developing markets business is the growth engine for the company.

His international marketing brilliance is evidenced by Oreo Cookies, perhaps the flagship example of his "brands with soul" philosophy. Sanjay relentlessly seeks the core idea, the "what the brand stands for" idea. He fights to imbue brands with what he sees as their deep emotional meaning, based on a universal human truth. Then he passionately champions building that brand equity around the world with carefully executed campaigns constructed around deep understanding of local culture — and nuanced to be highly resonant in each market.

Sanjay always has a very clear vision and spends his time focused on top priorities. He avoids the temptation to lose focus on core strategic priorities. He clearly identifies and invests behind a few priority brands, and on those brands he focuses on the core equity and avoids over proliferation of line extensions.

He sets the big objectives and then gets out of the way of local teams, enabling and empowering them to really utilize their understanding of the local consumer, the local marketing environment, and to create marketing that is timely, nimble and emotionally resonant to local consumers, while being true to the core brand meaning. Sanjay encourages teams in all of his countries to keep their strategic focus. Currently being launched into Poland, Bulgaria, Rumania, Czech Republic and the Ukraine, Oreos, in his geography, were up more than 30% last year, and again this year.

Sanjay aggressively fosters brands that provide consumers with both emotional and functional utility. That's what he believes in selling. Good product is a given, of course, but for example, the emotional utility of the Oreo brand is all about connections. Primarily aimed at Moms, Oreo campaigns help Mom help people she cares about to have those little, delightful moments of connection. ...

READ THE COMPLETE STORY AT:
<http://internationalistoftheyear2011.blogspot.com/p/sanjay-khosla-evp-president-developing.html>



SUSAN L. JUREVICS
*SVP, Global Retail CRM & Brand
 Marketing, Sony Corporation of
 America, New York*

Susan Jurevics admits that "throughout my career, I have been privileged to work on large, global brands with which I have a deep emotional connection (Nickelodeon, Barbie and Sony). The values that these brands stand for are aligned with my own, resulting in sincere synchronicity between brand and personal values. I believe that consumers interact with brands in a variety of ways but express loyalty only to those that they love, either from a genuine emotional connection or tremendous utility."

With more than 20 years of experience in global brand marketing and business for leading entertainment, technology and consumer products companies, she has spent the past decade at Sony Corporation. As Senior Vice President of Global Retail CRM and Brand Marketing, she is responsible for marketing the Sony brand in North America, including brand, social and digital strategies. She is also a key leader of the team that is shaping the consumer experience in Sony's retail stores worldwide.

When asked about the international risks she's taking with current campaigns, Susan replies with candor and a keen attention to how the traditional language of marketing is changing:

"The rapid rise of digital from the perspectives of access and consumer behavior is redefining a term like 'campaign.' We're seeing that the traditional distinctions between 'ATL' (above the line) and 'BTL' (below the line) are now much more blurred. We're seeing that the definition of marketing is encompassing functions that have been traditionally outside of the consumer marketing function but are critical in delivering brand values and experiences. At Sony, we're working to move from simply 'campaigns' for products and services to 'conversations' with consumers about themselves, ourselves, our products and services."

Susan Jurevics is a key member of a cross-functional team that is currently re-architecting Sony's global digital presence. She has run Sony.com for several years, winning a 2007 Webby Award. Having led the North American consolidation of media planning and buying across multiple Sony companies, she oversees Sony's Agency of Record agreement with media services agency Universal McCann in the region. Ms. Jurevics established and leads the product placement program at Sony, integrating Sony electronics products into Sony-produced music, television and theatrical content, including the "Spider-Man" franchise and the "Casino Royale" and "Quantum of Solace" James Bond films, as well as music videos from artists such as Alicia Keys and Wyclef Jean. Ms. Jurevics coordinated unprecedented global. ...

READ THE COMPLETE STORY AT:
<http://internationalistoftheyear2011.blogspot.com/p/susan-l-jurevics-svp-global-retail-crm.html>



ERICH PARKER
*Director of Strategic Corporate
 Communications, DuPont,
 Wilmington, Delaware*

At the end of any email from Erich Parker, you'll see five small words: " 'Creativity takes courage.'—Henri Matisse."

Erich knows something about courage. He has taken a business that hadn't advertised for several years and successfully galvanized

thirteen divisions to form a global communications strategy which includes Ad-Funded Content, Targeted Digital Activity, Events and a Series of 2-minute Advertorials that tell stories of Innovation between DuPont and its customers.

In the process, he transformed a brand primarily aligned with science to a recognized force in innovation and collaboration. Through Erich's extraordinary efforts, DuPont is re-defining its position in the global economy.

"Welcome to the Global Collaboratory" has been introduced as the company tagline and the work is built largely on content partnerships and thought leadership. However, Erich admits that marketing multi-nationally is fraught with challenges.

He says, "There are the obvious challenges of messaging that perfectly suits one culture, but is wildly inappropriate for another. And that issue goes far beyond copy translation or transcreation, largely tactical tasks. To me, the bigger challenge is part of a business imperative to understand the nuances, the zeitgeist of a country or region. Of course, the dominance of digital communication is rapidly breaking down those defining differences. Perhaps in years to come, multi-national marketing will be a lot more straightforward . . . not on my watch . . . but certainly in the decades to come."

The son of a US Navy Admiral, Erich Parker has spent most of his early life moving nearly every year. He confesses, "I remain quite skilled at packing a suitcase or a box. My first foray into communicating for a living was as a tenor on concert and opera stages. I don't see that as very different from what I do today. I'm just not wearing a wig and lugging around a 20-pound costume."

It's easy to see why he's passionate about international marketing. "I have traveled the world—warmly welcomed into the stick and palm frond houses of farmers in Vietnam, accepted by the family of a salmon fisherman in Chile as if I were a favorite uncle, greeted with smiles and hugs by graduate students studying energy conservation in the U.A.E.—and I find cultural and ideological differences notwithstanding, we're all pretty much the same at our core. I love creating marketing campaigns that find those messages that resonate across borders, while respecting what is unique in a culture. It's affirming and heaps of fun."

READ THE COMPLETE STORY AT:
<http://internationalistoftheyear2011.blogspot.com/p/erich-parker-director-of-strategic.html>

BENJAMIN JANKOWSKI
*Group Head of Global Media,
 MasterCard Worldwide,
 New York*

Ask Ben Jankowski why he's passionate about international marketing, and he reminds us that the number of transistors on a chip roughly doubles every two years.

"We all appreciate that our jobs are a changing faster than ever. Like Moore's Law, where computing power regularly doubles, marketing has exploded exponentially. To successfully marry consumers and technology with our products, we are forced to act quickly."

Yet, he is conscious of how working across borders compounds marketing complexity—and he wouldn't have it any other way. "Staying abreast of the frequent changes in consumers, media, governments, technology and the interconnection of all these factors is stimulating. The opportunities are not just for business, but for one's personal growth. Learning how to work with different cultures may be challenging, but there are few greater rewards than motivating and inspiring people from different parts of the world to work together and create a successful plan."

And Ben knows something about working with global teams. He has almost three decades of brand strategy and media planning experience. He joined MasterCard a year ago from Shanghai, where he spent 10 months at OMD China, the country's fastest growing agency, heading global accounts and driving thought leadership for the agency. Ben also served as the Global Account Director for Johnson & Johnson, working across disciplines and geographies in 27 markets, but was particularly excited to drive the J&J business in a market as dynamic as China.

He also worked with PepsiCo International while at OMD. His earlier agency experience includes 4 years as Senior Vice President and Associate Managing Director at MPG and 13 years with BBDO WorldWide where he was responsible for long-term media development for clients, including Gillette, Dell Computer and the New York Stock Exchange, among others.

Today, as MasterCard's Group Head of Global Media, Ben sees his role as driving increased value for the company's media investments so they affect business growth. He is not only responsible for coordinating MasterCard's global management of media planning, budgeting and consumer targeting processes. He is also focusing on optimizing marketing investments through continued improvements in efficiencies and effectiveness...

READ THE COMPLETE STORY AT:
<http://internationalistoftheyear2011.blogspot.com/p/benjamin-jankowski-group-head-of-global.html>





ROSHENE SINGH
Chief Marketing Officer, South African Tourism, Johannesburg

Ask anyone in the industry to describe Roshene Singh and you'll immediately hear words like "dedicated," "passionate," and "single-minded." As CMO of South African Tourism, Ms. Singh not only intimately understands her brand, she lives it. Her commitment

to destination South Africa is absolute and her love for her homeland is powerful.

Yet, she's a scientific marketer who understands exactly how to turn creativity into practical application that's brand appropriate. She insures that her campaigns for South Africa are deliverable within budget; are message and strategy appropriate, and consumer focused. She's a champion of both the product and the work.

Roshene Singh did not take the typical route to a career in marketing. However, her experience has led to great knowledge about South Africa and its people. She has always been committed to making a better life for all and her work is inspired by her passion and commitment.

Roshene started as a high school English teacher. She then followed with a position in teacher training and development for township schools in the early nineties. Her move to marketing occurred in 1993 when she embarked on an 8-year journey with the African National Congress (ANC) in election campaigning and organizational training. Roshene ultimately headed the ANC's Elections Unit for five years.

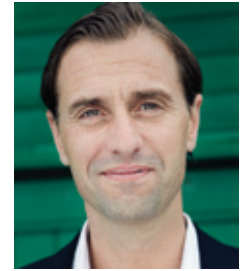
Last year, she had the unenviable task of creating a marketing program for South Africa following the World Cup 2010 campaign—just as the eyes of the world naturally move to new destinations. Yet "Leave Ordinary Behind" delivered a bold and convincing statement for an extraordinary country to guarantee that South Africa continues to be front of mind. Visually rich, highly participatory and consumer-interactive, and consistent across multiple platforms and languages, the multi-local and pan-regional campaign continues to offer new ideas about South Africa to entice and educate visitors throughout the world.

Roshene Singh's primary responsibility is to deliver Tourism Growth to insure that South Africa is a preferred destination for leisure and business travel. She is also charged with sustaining brand growth globally. This includes enhancing the use of research in developing brand communications, fine-tuning a data-driven Marketing Growth Strategy, developing marketing plans, and leading the portfolio and country teams as they initiate these programs.

Her rise to Global CMO began by first managing the Domestic portfolio to encourage a culture of travel among South Africans. She then took on the Europe portfolio where she championed arrivals from core markets in Europe. Ms. Singh knows only too well that nothing is static in tourism. Markets and consumers both react to change and stimulate change themselves. ...

READ THE COMPLETE STORY AT:
<http://internationalistoftheyear2011.blogspot.com/p/roshene-singh-chief-marketing-officer.html>

MORTEN ALBÆK
Group Senior Vice President for Marketing & Customer Insights, Vestas Wind Systems A/S, Aarhus, Denmark



There is no question that Morten Albæk thinks about marketing in new ways. He is responsible for leading the transformation of wind turbine manufacturing company Vestas Wind Systems A/S from a product-oriented to a customer-focused organization. He has also created WindMade™ with a coalition of global partners as the first ever global consumer label for a renewable energy source, endorsed by the United Nations and designed to unlock the potential for wind energy among global consumer brands.

He also believes in "capitalistic humanism" as the driving force behind his marketing efforts and describes a new "capitalistic humanistic innovation platform." He explains: "This means that innovation needs to do two things at the same time: generate the highest possible revenue and the highest possible EBIT, and, concurrently, have a positive societal impact. This is fully doable. This new platform is not 'humanistic capitalism,' because that would start with a utopia like creating world peace. Instead, by putting 'capitalism' before 'humanism', you add realism to ideals. And it is a fundamentally realistic ideal to change the energy mix by 2050.

This new 'capitalistic humanistic innovative platform' creates designs that were indefinable in the old world. WindMade™ is one such example as the first global consumer label for a single energy source. The six other global consumer labels that have been launched, such as Fairtrade, have all been initiated by civil society, that is, human beings or communities of citizens or consumers getting together and creating an NGO and then going to the corporate world and saying, 'You have to support this, or we are going to expose you negatively.' No corporation has ever jumped to the very beginning of the innovation chain and said, 'Why wait for consumers to demand a global consumer label for renewable energy?'

But why can't a corporation drive that innovation? Why can't a corporation create an NGO and hand it back to civil society? Doesn't social responsibility now mean stepping in and truly acting like a citizen? That gives me hope that if my 5-year old child is invited to a panel in 2050, when he's 44, he won't sit there and feel like his dad wasted his time."

Morten Albæk is also an advocate of pushing the boundaries as he strives to re-define notions of traditional marketing. Vestas' latest Energy Transparency campaign, a one-of-a-kind marketing effort, targeted Carbon Conscious Corporations by encouraging 622 top executives at global brands to invest directly in wind. ...

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<http://internationalistoftheyear2011.blogspot.com/p/morten-albk-group-senior-vice-president.html>



ROB LANGTRY
*Chief Strategy and Marketing
 Officer, Australian Wool
 Innovation/Woolmark
 International, Sydney*

For over 200 years, Australia led the world in the production of fine wool used in fashion apparel. In 1964, the wool industry created a global certification standard - the Woolmark - which enjoyed success

in sustaining demand for new wool. However in the mid 1990's, as a result of a Government decision to reduce its involvement in wool, active marketing of the fiber ceased. Plus the increased production of synthetic fibers caused a decline in wool's share in fashion apparel.

As an independent consultant in 2006, Rob Langtry was asked to commission major global consumer research with Millward Brown. The results of this work showed that consumers' knowledge and perceptions of wool had indeed declined. Seen as old-fashioned, itchy and hot, the research underscored a significant gap between the perceptions and reality of Australia's Merino wool.

After 30 years of static prices and a decline in flock size from more than 200 million to less than 70 million, the woolgrower shareholders of AWI/Australian Wool Innovation, the industry-owned R&D body, voted that the company add marketing to its portfolio. AWI had no internal marketing capability, but owned the Woolmark, and had a legacy global network.

Rob Langtry was appointed as Chief Strategy and Marketing Officer. Starting with a new Strategic Plan, Australian Wool Innovation began a global program to revitalize the Woolmark and reposition wool as a desirable ingredient in luxury fashion.

Langtry launched an integrated campaign, "Merino. No Finer Feeling," to the trade in August 2010 and to consumers in September 2010. The response was rapid: trade confidence grew and consumer demand escalated. With a static supply of wool, the price of wool increased to \$15 per Kilo from the \$8 base level that had characterized the average price for a decade.

Since June 2010 AWI has built a fully functional marketing department, servicing a global supply chain and now publicly supported by iconic brands such as Missoni, Benetton, Armani, and Zegna.

When asked how he accomplished so much, Rob is matter of fact: "I have spent my career working with some of the world's leading brands. All of them taught me the value of a brand and the necessity to define the essence of a brand, embrace its intrinsics while building extrinsics. Many products fulfill the same functional needs; fewer satisfy underlying emotional needs; very few present consumers with the 'whole package'. Working to identify, protect and enhance these brands and their ability to connect with consumers is, I believe, what drives successful organizations.

In a global market where there is constant downward pressure on pricing and margin, value and service delivery, I am a constant advocate that the real variable that impacts elasticity is the health of a brand and its relationship with its consumers. ...

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<http://internationalistoftheyear2011.blogspot.com/p/rob-langtry-chief-strategy-and.html>

MICHELLE KLEIN
*Vice President, Global
 Marketing- Smirnoff,
 Communications & Digital-
 Diageo, New York*

Michelle Klein has experienced an extraordinary 18 months.

She orchestrated Smirnoff's worldwide participation platform, The Smirnoff Nightlife Exchange Project, considered to be one of the most innovation marketing programs in the drinks business. Not only did she rally 50 countries to share the best of their nightlife on a single, record-breaking night, but she followed with Madonna, who partnered with Smirnoff to find the world's best dancer to join her next tour.

When asked about challenges to a program so big and so daunting—even for the world's top-selling vodka brand, Michelle's response was matter-of-fact: "Consumers absorb media in so many different ways across the globe. What might act as a powerful channel in one market (e.g. mobile in Africa), may be less relevant in another. For brands, it's about creating compelling content that can extend and adapt across a multitude of channels to reach consumers in the most relevant way."

The Smirnoff Nightlife Exchange Project used social media to leverage all activity, and engaged over 10 million people globally. The Project more than quadrupled Smirnoff's number of Facebook fans. For the past five years, Michelle has focused on changing the vodka brand's digital and social presence by creating marketing programs that focus on consumer co-creation, both physically and digitally. Nightlife Exchange started with a brand idea called "Be There," which she describes as a philosophy about getting out and having amazing nights, and taking it from a brand concept to something that people could actually touch and experience.

The Nightlife Exchange Project asks fans to submit ideas on one of Smirnoff's 50 localized Facebook pages about what makes their home city's nightlife unique. Smirnoff then uses the suggestions to "city swap" party ideas to unite the globe for the annual, big, record-breaking bash. For example, British food and music may be featured in Miami, while Smirnoff brought South Beach to London, recreating a beach at an indoor venue.

Madonna's appearance at New York's Roseland Ballroom in November was the final act in the global series of 2011 Smirnoff Nightlife Exchange events. Smirnoff fans had the opportunity to compete to become a dancer on her next tour; the performer chose her new dancer in person at the Roseland from 10 finalists selected from online video submissions. Smirnoff partnered with Madonna to capitalize on her fame, her originality and ability to create cultural movements. ...

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KIM CHRYSIE
Senior Manager, Advertising & Brand Strategy, EMC, Greater Boston area

Kim Chrystie has been a driving force in EMC's new global brand strategy. The technology giant, headquartered in Boston's famed tech corridor with nearly 50,000 employees worldwide, launched a significant campaign last year to

build greater recognition of the leadership role it plays in today's information technology transformation.

Using the theme, "Cloud Meets Big Data," EMC linked two of today's critical IT trends—cloud computing and the value of data through analytics. EMC enables companies of all sizes to transform their businesses by better understanding of the power of their information and by insuring that such information can be used efficiently and securely. Fundamental to this transformation is cloud computing.

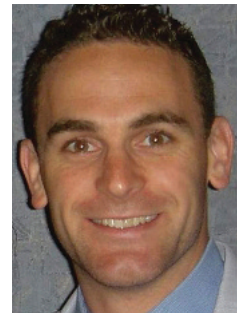
The global campaign, targeted to senior business management— particularly in some of the world's largest cities, uses a broad range of media, but also tested a number of new options.

Kim Chrystie explains: "Working in a high tech company, things are constantly changing. And for the last 5 years media and advertising have been rapidly evolving. That is why the last 18 months have been extremely adventurous building EMC's global brand. We have used traditional methods including airport and print advertising in established and evolving markets, as well as some new media such as iPad sponsorships. Even though there have been a lot of lessons learned on acceptability of messaging and creative in some markets, interesting bidding wars in others, etc., the results have been fantastic.

Many would agree that much of the campaign's success can be attributed to Kim's "relentless pursuit of perfection," as Just Media's Alan May describes her work ethic. He continues, "She never fails to continually refine targeting capabilities, question efficiencies and check how all programs are tracking against budgets." EMC's current global effort was begun after a decade-long absence of significant worldwide messaging from the company. Now the buzz from around the globe is impressive, as are the upticks in unaided awareness.

Kim understood that testing mobile while expectations were low could lead to valuable lessons. Part of the 2011 EMC brand campaign included advertising on New York Times, Wall Street Journal and Financial Times iPad apps. Her willingness to experiment meant that the whole team, from creative to media, gained a better idea of how a key audience uses the devices and what content they engage with most. Now EMC knows where to place its efforts and investments of time and money and has set benchmarks for future campaigns. ...

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JAMES MOORHEAD
Associate Marketing Director Gillette/Procter & Gamble, Boston

James Moorhead has been one of the most outstanding marketers of the past several years. Not only did he make turn a 70+ year-old brand into a best-selling sensation among a new, young audience, but the "Smell Like a Man, Man" Old Spice campaign won the brand a Cannes Lion.

Last year, he made a transition to a new role within his company—quietly, matter-of-factly and without the usual fanfare that often accompanies such moves. At heart, both he and the Procter & Gamble Company understand that his talents for marketing reinvention can translate to many brands. They also recognize that fresh ideas require change. Being a professional first and a personality second is rare in this business and certainly deserves note.

In his new role at Gillette, James Moorhead is leading the Global FUSION & ProGlide business including razors, shave preparations and skin care in the North America and Western Europe. Few may know that he is also an internationalist at heart. James has traveled in 42 countries to both explore ancient civilizations and better understand developing economies.

He also has kept true to his roots. While attending Williams College, he served as a captain of the varsity lacrosse team. Today, he gives back to the community through coaching high school hockey and through his commitment to a non-profit organization called Thinking Beyond Borders, where also he serves as the Chairman of the board of directors. Thinking Beyond Borders is committed to changing the world by translating learning into action; the organization inspires students through education to address critical global issues.

James has been candid about sharing his lessons from the Old Spice success, which he views as an integrated success story rather than simply a social media success story. "Collaboration across disciplines is essential if a campaign is to have deeper impact." He believes that trust between a client and agency is critical to any breakthrough undertaking. He advocates laser-focused briefs and getting the ideas right first, because channels can follow later. Certainly he recommends knowing the digital landscape and feels that great branded entertainment is often better solution than selling too hard.

He also believes in being flexible in a real time world. It seems he has followed his own advice in terms of his recent career move.

James' work in marketing encompasses more than the

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Laurie Kasper
Global Media Manager, Intel Corporation, Santa Clara California

Intel Corporation is the world's largest semiconductor chip maker and its processors power 80% of the world's PCs. It has also become one of the world's most recognizable computer brands due to its long-running "Intel Inside"

campaign, which started in 1991. Originally known primarily to engineers and technologists, "Intel Inside" made the company and its Pentium processor, found in personal computers, household names. The five-note jingle introduced in 1992 was indelibly associated with Intel quality and could be heard in 130 countries by its tenth anniversary.

Today, Intel, named for Integrated Electronics, also makes motherboard chipsets, network interface controllers and integrated circuits, flash memory, graphic chips, embedded processors and other devices related to communications and computing.

Laurie Kasper is Intel's Global Media Manager, and she has been on hand at the tech giant to see the evolution of Intel's development and broad consumer popularity. She discusses her role as brand champion in a company that is continually innovating in the microprocessor space. "Fifteen years of marketing at Intel has provided me with many perspectives of what can be expected from a brand champion. My co-workers know that I'm continually an advocate for our brand, guarding the brand against negativity, and demonstrating my belief in the brand. This hasn't been complex for me, because personally I'm my own best advocate. Just as I invest in myself, I invest in the Intel brand. Every day as I evaluate marketing objectives and strategies I continually think of how to give consumers, colleagues, and clients a brand they can believe in."

The "Intel Inside" advertising campaign is also well-known for its comprehensive partner or coop advertising program that extended both brand loyalty and awareness. In 2008, Intel dramatically shifted its media expenditure from television and print to online advertising, and was one of the first companies to mandate a minimum of 35% of advertising funds be devoted to Internet advertising.

So what's next?

Intel's focus for 2012 is to drive awareness and demand for ultrabooks, an Intel trademarked name that describes a higher-end type of subnotebook personal computer with reduced size and weight, but with long battery life and strong performance. (They use Intel CULV processors.)

The company is planning to launch a significant global campaign in April, expected to surpass its 2003 efforts to promote its Centrino technology for wireless connectivity in laptops. (Intel spent about \$300 million on that campaign.) Called "A New Era in Computing," the campaign will include TV and print, along with significant emphasis on social media. ...

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Colin Westcott-Pitt
Vice President of Marketing for Dos Equis, Amstel Light and Newcastle Brown Ale, Heineken USA, New York



Colin Westcott-Pitt is Vice President of Marketing for Dos Equis, Amstel Light and Newcastle Brown Ale at Heineken USA. He is also the

champion of the remarkable Dos Equis campaign that features fictional spokesperson, the "Most Interesting Man in the World." Of course, this most interesting man doesn't always drink beer, but when he does, he prefers Dos Equis. "Stay Thirsty, My Friends" is his best advice.

He is also UK native based in New York who has responsibility for a Mexican brand that's part of a Dutch corporation. (If great ideas have borderless appeal, then their champions must be dedicated internationalists.)

Westcott-Pitt's uncharacteristic spokesperson has not only broken all the rules of beer marketing, but has driven extraordinary results. Dos Equis Lager, established in 1897 and named for the approaching 20th century with its roman numerals of XX or two x's, is now the fastest growing imported beer brand in the US. It is also the first beer brand in 2010 to capture 1million "likes" on Facebook and receives an average of 436 daily fan posts.

Understanding the consumer insights of a young male target group and translating them to a seasoned, opinionated and surprising spokesperson was a key moment in the marketing process. Heineken USA and their agency teams recognized that any young man's ultimate fear is that he just might be boring, so why not build a character that has lived a life so full of outlandish experiences that he is simply the Most Interesting Man in the World? (Even if that Most Interesting Man is approaching 70 and your core target is largely comprised of 20-somethings.)

One of the many significant elements of this campaign is Westcott-Pitt's commitment to insure the Most Interesting Man's authenticity and not overexpose him. He believes that the character must remain engaging, but also mysterious. "He lives and dies by his legends; he's the antithesis of today's man in the digital space." However, the brand also needed to engage in the digital conversation, so the Dos Equis team found a way to talk about the Most Interesting Man, rather than have him talk to an audience.

As a result, The Dos Equis Facebook Fan Page has included a contest to replace the Most Interesting Man's apprentice to a journal "written" by the Most Interesting Man in the World, as well as advertising spots and fans content. Dos Equis Youtube videos also have over 1 million views.

Another important aspect of the campaign is Westcott-Pitt's approach to the client-agency relationship when several specialist shops are involved. ...

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ANNA GRIFFIN
*VP Global Brand & Campaigns,
 Juniper Networks, Sunnyvale
 California*

Anna Griffin does not shy away from bold statements. In fact, they power her philosophy of branding and spur her on to bold actions. She leads all positioning and transformation initiatives for Juniper Networks, the industry leader in network innovation, as the tech company continues to activate ideas that will serve the exponential demands of our networked world.

In an ecosystem now greatly affected by both cloud computing and the mobile Internet, Juniper believes it is time for a new network built on simplicity, security, openness and scale that can better empower everyone in a connected world. No doubt, a bold mission, but it is at the heart of the company's vision for the future of the network: "Connect everything. Empower everyone."

When asked about her role as brand champion, Anna says, "Branding has the power to transcend the rational and make you feel something about a product or service that you might normally find as a transactional. I believe in pushing to find the opportunities in positioning, media, and creative to challenge the status quo."

Yet, in little more than two years, Anna Griffin has lead the repositioning and branding of Juniper as well as designed global campaigns to take this new strategy to market. She is responsible for championing and managing a new agency model to optimize creative effectiveness and investments and has also established a new internal marketing communications team to maximize creative strategy and all communications.

Juniper Networks delivers the software, silicon and systems that transform the experience and economics of networking. Some of the facts surrounding the company's capabilities are daunting. The company powers 60% of the world's Internet transactions; 80% of smart phone traffic runs across Juniper routers and switches; six of the 7 largest Stock Exchanges in the world run across Juniper Networks products, trading over 10 billion shares a day; and Juniper powers 96 of the Fortune 100.

Anna has also been called a "lynchpin" in a successful partner marketing program that Juniper has initiated throughout the world. As a key champion of the project, she has involved SingTel (Singapore), AlphaWest (Australia), Qwest (US), Korea Telecom (South Korea) and Alder Hey (UK). Just this January, Juniper introduced innovative partner marketing programs at a Global Partner Conference which welcomed more than 1,000 partners in Las Vegas from key regions across the globe. These included a new suite of social, co-branding and mobile marketing programs and tools aimed at empowering partners to differentiate their business and expand their reach. ...

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FRITZ JOHNSTON
*VP, Brand Management &
 Advertising, The Boeing
 Company, Chicago*



Fritz Johnston is a 38-year veteran of the Boeing Company and brand custodian for the world's largest aerospace company and one of the world's best-known brands. The company has a long tradition of aerospace innovation, and is a top U.S. exporter, supporting airlines and U.S. and allied government customers in 150 countries.

Despite the breadth of Boeing's capabilities and the intricacies of today's marketing business, Fritz has an innate ability to make a complex job seem easy. In his humble style, he attributes his skills as brand champion *extraordinaire* to a few simple facts: "I care. I'm a good listener. I'm passionate, and I believe the work we do in branding makes a difference. And that branding helps our internal and external partners achieve their business objectives."

And that belief in branding will continue to play a significant role as Boeing approaches its 100th year in 2016. Fritz Johnston is spending much of his time thinking about how to position an iconic brand and leading manufacturer of commercial jetliners and defense, space and security systems as it marks its first century and prepares for its second.

When asked about the international risks that Boeing takes with its campaigns, Fritz' answer is precise: "At Boeing we believe in reviewing, understanding and mitigating our risks. Anything done on a global basis requires thoughtful engagement with varying stakeholders prior to launch. Those are often hard but candid discussions that look at the challenge/opportunity from multiple perspectives before we fully engage. We believe that diversity in thinking, depending on your upbringing, values and beliefs will ultimately provide a solution that best mitigates risk. And when in doubt, conduct research to again mitigate the risk."

He continues, "The Number 1 challenge in marketing multi-nationally today is to understand the culture in which you are going to market and developing the in-country relationships that will help you be successful in that market. As Americans we often want to jump in and solve the problem. This is not the case in many cultures. You need to take time to develop your relationships, be respectful of the culture, and build trust over time. The next biggest challenge is to remain flexible as market conditions can change quickly and you will need to respond in the appropriate manner. This is where your trusted in-country partner plays big. A third challenge for B2B is to commit to a long term campaign that can be measured for effectiveness over time."

Interestingly, Fritz Johnston was born and raised in Kent, Washington about 20 miles south of Seattle, the site of Boeing's Commercial Airplanes Division. ...

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SUE SHIM

EVP/Chief Marketing Officer of Global Marketing Operations, Samsung Electronics, Seoul South Korea

Since joining Samsung Electronics, the world's largest consumer electronics company, in 2006, Sue Shim has achieved a number of significant milestones. This

December, though, she certainly

made news when Samsung Group announced its largest year-end promotion of vice presidents. Korea's biggest conglomerate announced 48 new executive vice presidents, honoring those who "have led in the growth of our flagship projects such as handsets, semiconductors and displays and also strengthened the workforce in our next-generation growth engines." Sue Shim was named the company's first woman executive vice president.

Ms. Shim leads corporate brand strategies and communications for both the business and consumer sectors and is credited with elevating the Samsung brand to a premium level throughout the globe. The 70+ year-old giant has over 40 subsidiaries in over 100 countries and sees its role as being at the forefront of innovation with breakthrough products that have helped shape the digital revolution, including such recent products as 3D TVs, as well as Galaxy S smartphones and Galaxy Tablets both on the Android platform.

Samsung invests consistently in its marketing capabilities and places a large commitment to both corporate citizenship and environmental projects. Today, Samsung Electronics is one of the world's top 20 brands. Ten years ago, it appeared on the Interbrand ranking for the first time at #42 and has climbed steadily to #17 in 2011.

In a recent profile with the brand value company, Sue talked about both differentiation and branding—two elements are core to her marketing philosophy and the company's great success.

"We know that it's not just being different that matters. It's about being different in a way that counts—something essential to ensuring that businesses stay ahead of their game in an increasingly competitive marketplace. What has Samsung been doing in the last year to ensure that its 'different' makes a 'difference'?"

We are focused on three main priorities to ensure we can make a difference: building and enhancing a single Samsung masterbrand, ensuring consistency in our marketing activity globally, and establishing a closer connection with Samsung's customers.

Building one core Samsung brand that can differentiate us in the market is essential if we are to have a lasting and competitive advantage in such a rapidly changing marketplace. Our aim is to better define one over-arching brand narrative that encompasses Samsung's various business units, and ensure this is central to customers' experience of Samsung across product categories....

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PETE BLACKSHAW

Global Head of Digital Marketing & Social Media, Nestle, Vevey, Switzerland

Pete Blackshaw has been a marketer, an entrepreneur, a digital guru, an author, a data analyst, and a community service leader. He also often manages to effortlessly juggle these roles simultaneously. Although his varied experiences may initially appear to be unrelated, they all underscore his relentless drive to demonstrate how the tools of the Internet can empower individuals and change the status quo.

He created the term "consumer-generated media" (CGM) to better characterize the significance of blogs, social networking pages, message boards, forums, direct feedback, product review sites, etc., and is the author of *Satisfied Customers Tell Three Friends, Angry Customers Tell 3000: Running a Business in Today's Consumer-Driven World*, published by Doubleday in 2008. Among Pete's core expertise is helping companies promote and protect their brands through the measurement, analysis, and interpretation of CGM, now also considered "online word of mouth."

His role as tireless champion of today's digital world is now benefiting Nestle. It's almost one year since he's taken on the responsibility of Global Head of Digital Marketing & Social Media—leaving Cincinnati Ohio, his home since 1995, for Vevey, Switzerland. His sweeping role is to provide Nestle brands, with their wide range of social media programs, more coherence and alignment across global marketing and corporate communications activities.

Pete's background is nothing short of inspiring.

Prior to his position at Nestle, he served as Chief Marketing Officer of NM Incite, the collaboration between Nielsen and consulting firm McKinsey, created to improve businesses performance by realizing social media intelligence and consumer insights. NM Incite operates in 25 global markets.

The Nielsen/McKinsey role was the culmination of Pete's entrepreneurial years.

He founded PlanetFeedback.com in 1999 as an Internet portal focused on consumer feedback. Three years later, Planetfeedback was acquired by Cincinnati-based marketing intelligence firm Intelliseek, where Pete served as Chief Marketing & Customer Satisfaction Officer. During this time, he also co-founded the Word-of-Mouth Marketing Association (WOMMA), and continues to serve on its board. Intelliseek was acquired by BuzzMetrics in 2006.

Nielsen then purchased both NetRatings and BuzzMetrics in 2007, and combined the two companies to form Nielsen Online.

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BARBARA BASNEY
Vice President, Global Marketing, Xerox Corporation, Norwalk, Connecticut

Barbara Basney has a sense of humor. Last year, at the height of Xerox's award-winning "Ready for Real Business" campaign, she blogged, "What is the Tall, Puffy Michelin Man Doing in a Xerox Ad?" She explained, "Xerox borrowed him to be our star in the

latest 'Ready for Real Business' ad, giving him the freedom to focus on fighting off The Evil Gas Pump Monsters while Xerox handles Michelin's accounting and financial processes."

The multi-million dollar global campaign is one of the company's most significant and ambitious in its history. The innovative project explores how Xerox helps iconic brands with business process and document management, freeing them to focus on what matters most—their real business.

Barbara is responsible for brand and product advertising, including both traditional and digital media, for more than 35 countries. She develops advertising strategies and implements ad campaigns, all while tracking campaign results and media mix optimization in each country.

An advocate for global marketing and brand alignment, she says, "We have one ad agency and one media agency that we use to create traditional and digital ad campaigns for the whole company. All of our advertising is centralized in corporate headquarters, versus under each business group. Because of this we are able to maintain strong brand identity with our advertising. Xerox's global advertising partner is Young & Rubicam, with the digital units and campaign website experience developed by VML. MEC is the company's global media agency of record, for all media strategy, planning and buying."

Xerox's rebranding efforts began after the 2010 acquisition of Affiliated Computer Services (ACS), the largest diversified business process outsourcing firm in the world. ACS automates work processes and provides IT outsourcing services that range from processing over 1 million credit card applications and 12 million student loans each year to providing HR services for more than 4.4 million employees and retirees annually. The acquisition tripled Xerox's services business and transformed the company into a \$22 billion global enterprise for business process and document management.

With the ACS acquisition, Xerox needed to change its brand identity in the minds of customers. Traditionally, Xerox had been associated with its document management technologies and services, as well as copier machines. Barbara Basney played an integral role in developing and launching Xerox's "Ready for Real Business" campaign, a series of TV and print ads that leveraged the company's newly acquired business customers to show how it was expanding beyond simple document management. ...

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BETSY WILSON
Director, Global Advertising, UPS, Atlanta



Betsy Wilson probably never stops humming "That's Amore," the famed Dean Martin song that introduced "Logistics," the first global campaign for UPS in its 103 year history. The delightful commercial became a popular favorite, whether sung in Mandarin, Spanish and English, largely due to lyrics that reflect the new UPS mantra:

When it's planes in the sky for a chain of supply, that's logistics.

When the parts for the line come precisely on time, that's logistics.

A continuous link that is always in sync, that's logistics.

There will be no more stress 'cause you've called UPS, that's logistics.

However, Betsy also never forgets that for UPS, harnessing logistics has become a powerful, transformative tool in package delivery, particularly when the company serves 220 countries and territories worldwide. She believes that their logistics can help any organization compete more effectively. Now, UPS simply uses the expression "We ♥ Logistics" to evoke their point of difference.

Ms. Wilson is starting her tenth-year at the Atlanta-based shipping giant and is responsible for both US and international advertising for all channels. Her career has been centered in Atlanta since her days on the ad agency side of the business. Prior to UPS, she served as VP/Associate Media Director at Fitzgerald + CO Advertising, working with clients like Georgia-Pacific, AFLAC and Aruba Tourism Authority, along with roles at J. Walter Thomson and BBDO Atlanta during the start of her career.

The Logistics campaign has run in 25 countries, and reflects the company's evolution since going public in 1999. UPS acquired more than 40 companies in the past decade to bolster its services, from primarily shipping parcels to a full logistics provider. Today they offer trucking and air freight, retail shipping and business services, customs brokerage, finance and international trade services. Or as Ms. Wilson says, "Logistics became the focus as a way to articulate everything we do."

Before introducing the campaign in September 2010, UPS did extensive research and learned that many customers are intimidated by the cultural challenges of shipping to other countries. For example, they found that 70% of UPS's U.S. customers export to just one country, typically Canada. Only 3.9% of the 29 million small businesses in America are exporting, while 95% of the world's consumers live outside the U.S. Facts like these became the inspiration for creating "Logistics." ...

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Past internationalists of the Year

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

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

INTERNATIONALISTS '08: Mike Paradiso, CA; Kristy DeMarco, CISCO; Mats Ronne, ELECTROLUX; Kathy Button Bell, EMERSON; Stefan Betz, GERMANWINGS; Vanessa Healey, INTERCONTINENTAL HOTELS & RESORTS; Mary Dillon, McDONALD'S; Hossam Dabbous, PEPSICO; Cathy Davies, SONY ERICSSON; Mark Davies, STAR ALLIANCE; Babs Rangaiah, UNILEVER

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IBM Provides Global CMO Insights in a Debut Study

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

The top challenges, or what IBM refers to as "the universal game changers" facing today's marketing leaders, include:

1. The explosion of data
2. Social media
3. The proliferation of channels and devices
4. Shifting consumer demographics

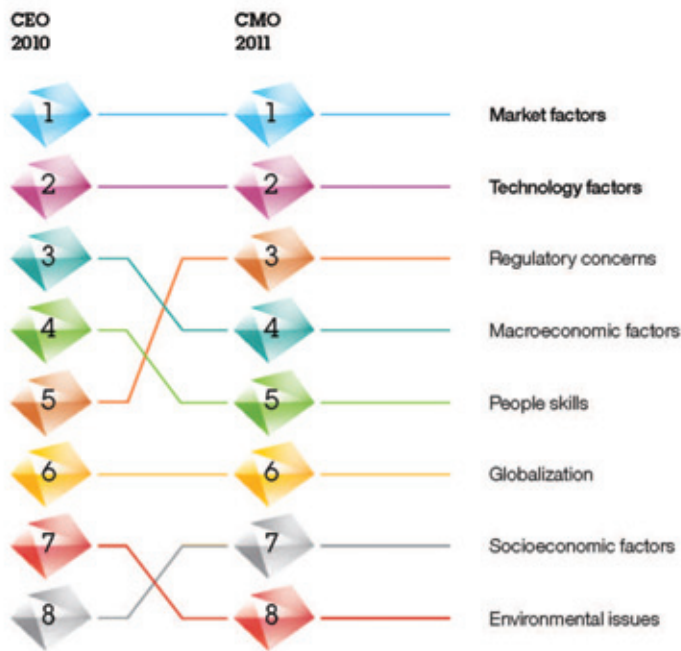
Interestingly, the most proactive CMOs are trying to understand individuals as well as markets. Customer intimacy is critical for 21st century success, and this requisite fits squarely in the CMO's domain. However, social media is changing many marketing assumptions and approaches. CMOs who mine new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

How business behaves is as important as what it sells. Increasingly, CMOs are working to develop a clearer "corporate character" to insure that both management and employees exemplify a company's values and purpose.

The ways of evaluating marketing success continue to change. Roughly two-thirds of CMOs believe that ROI or return on marketing investment will be the primary measure of effectiveness by 2015. However, half of those surveyed feel



Called "From Stretched to Strengthened," the first Chief Marketing Officer Study from IBM's Institute for Business Values, which provides C-Suite research, debuted at the end of 2011. The findings are based on 1,700 face-to-face conversations with CMOs in 64 countries, representing 19 industries.



Shared agenda. CMOs agree with CEOs about the two biggest external forces affecting their organizations.

Our interviews reveal that CMOs see four challenges as pervasive, universal game-changers: the data explosion, social media, proliferation of channels and devices, and shifting consumer demographics.



Deliver value to empowered customers.

The digital revolution has forever changed the balance of power between the individual and the institution. If CMOs are to understand and provide value to empowered customers and citizens, they will have to concentrate on getting to know individuals as well as markets. They will also have to invest in new technologies and advanced analytics to get a better grasp of how individual customers behave.

Foster lasting connections.

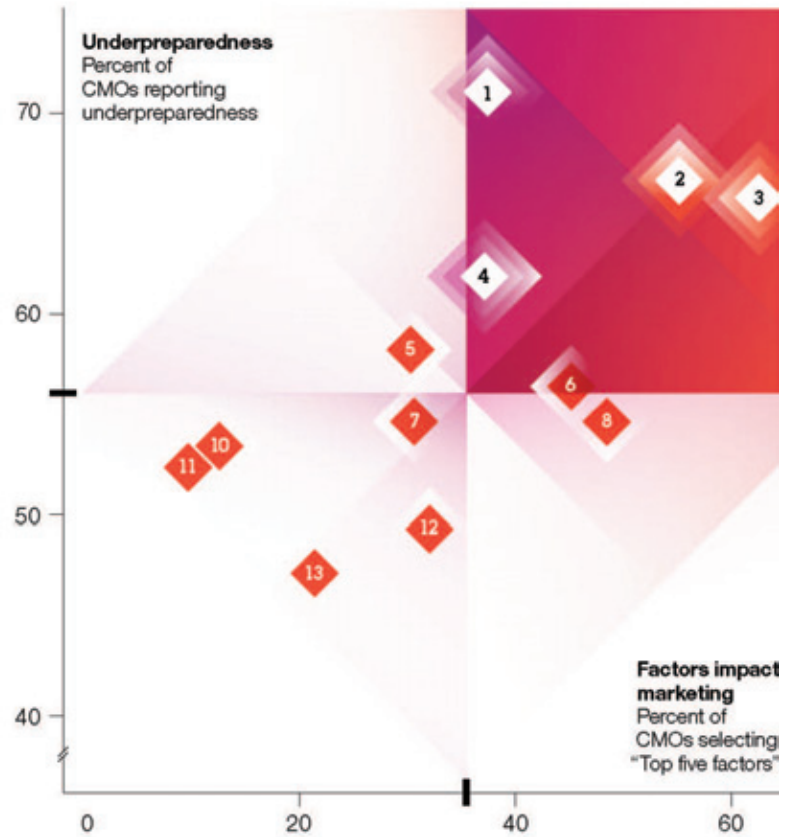
To effectively cultivate meaningful relationships with their customers, CMOs will have to connect with them in ways their customers perceive as valuable. This entails engaging with customers throughout the entire customer lifecycle, building online and offline communities of interest and collaborating with the rest of the C-suite to fuse the internal and external faces of the enterprise.

Capture value, measure results.

Lastly, CMOs will have to quantify and analyze the financial results of their marketing initiatives and communicate them to the wider organization to enhance the marketing function's credibility and effectiveness. They also will have to inject new skills into the marketing function by expanding the digital, analytical and financial capabilities of existing employees and by hiring staff or by partnering with specialists to fill the gaps. And since it's important to lead by example, CMOs will need to invest in enhancing their own expertise in these areas as well.

The biggest headaches. The four most prominent challenges for CMOs are the data explosion, social media, proliferation of channels and devices, and shifting consumer demographics.

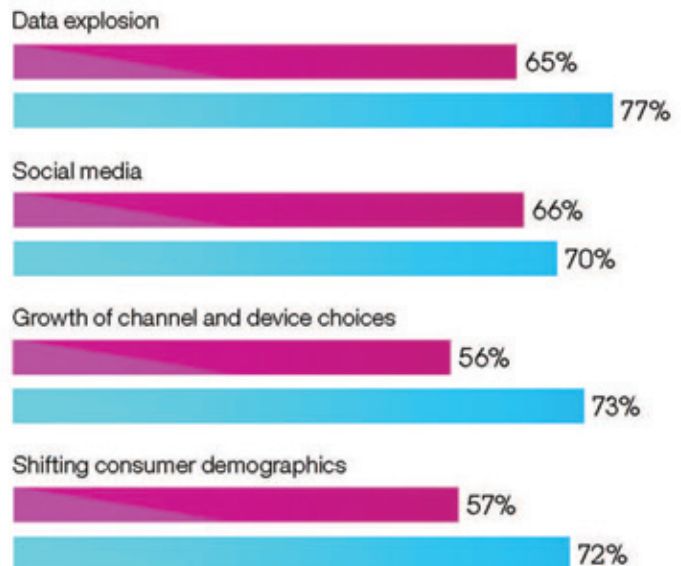
- 1 Data explosion
- 2 Social media
- 3 Growth of channel and device choices
- 4 Shifting consumer demographics
- 5 Financial constraints
- 6 Decreasing brand loyalty
- 7 Growth market opportunities
- 8 ROI accountability
- 9 Customer collaboration and influence
- 10 Privacy considerations
- 11 Global outsourcing
- 12 Regulatory considerations
- 13 Corporate transparency
- Mean



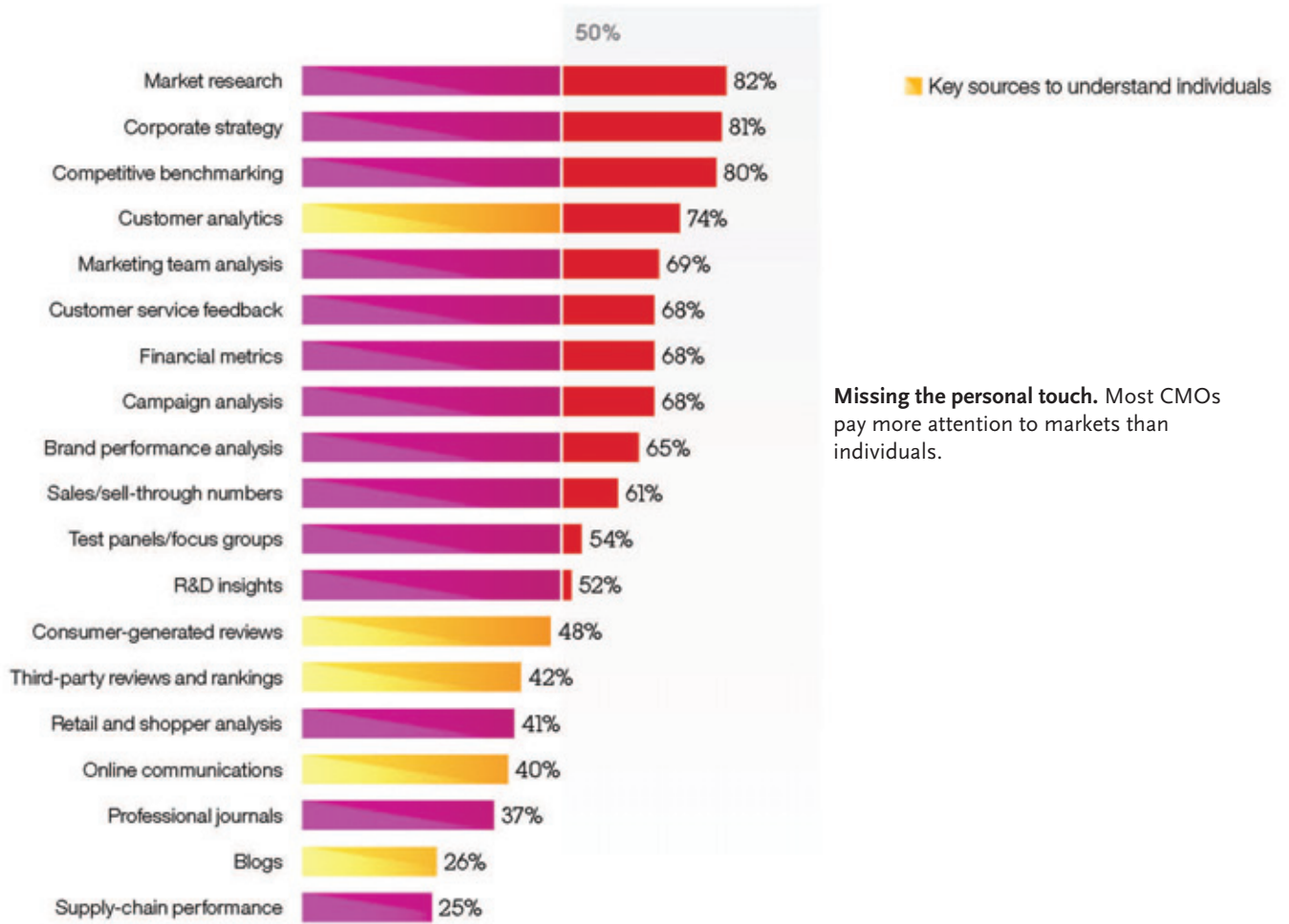
Outperformers struggle too. Outperformers are battling almost as much as others to deal with the four most critical pain points.

- Outperforming organizations
- Underperforming organizations

Level of underpreparedness to manage market factors

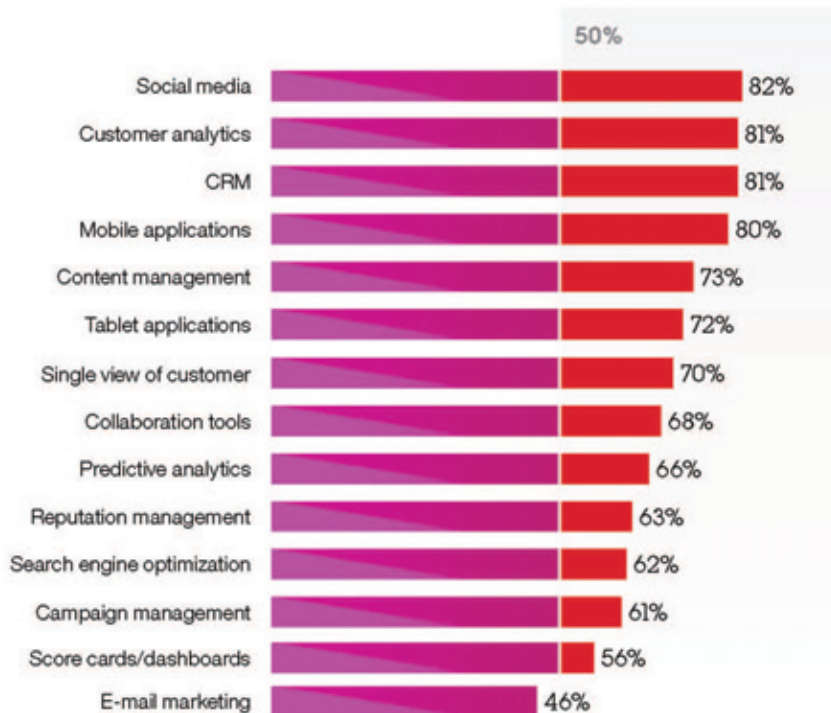


Sources used to influence strategy decisions



Missing the personal touch. Most CMOs pay more attention to markets than individuals.

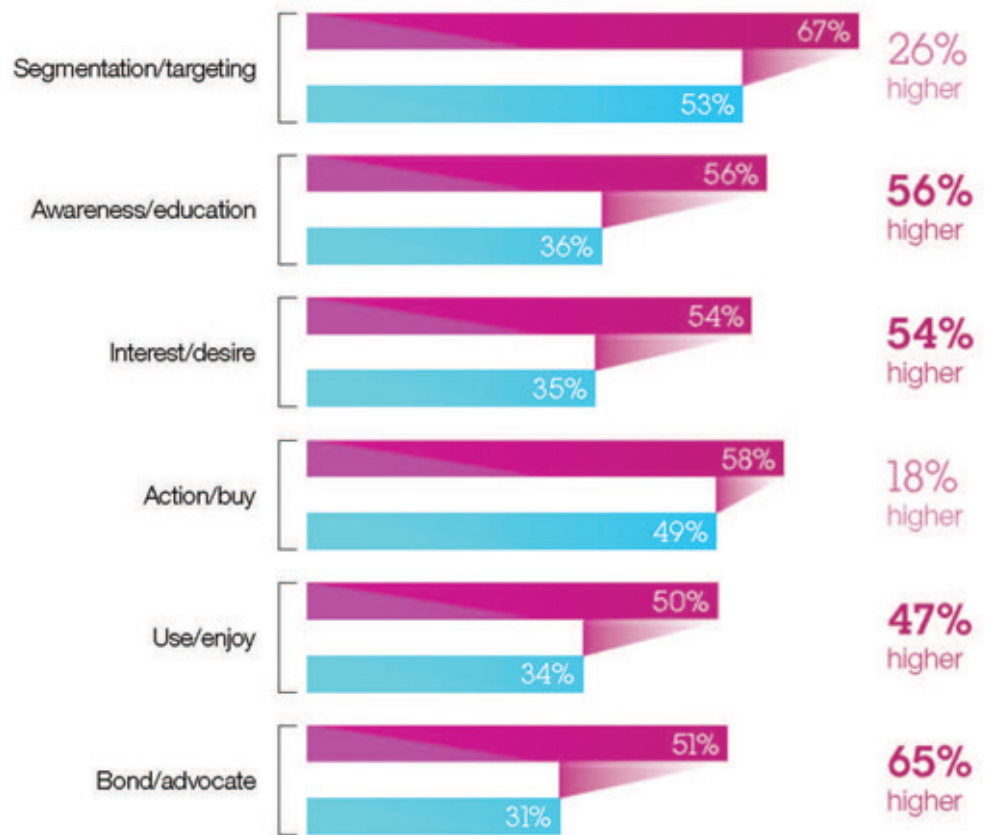
Plans to increase the use of technology



Taking charge of the terabytes. Most CMOs plan to deploy new technologies to grapple with big data.

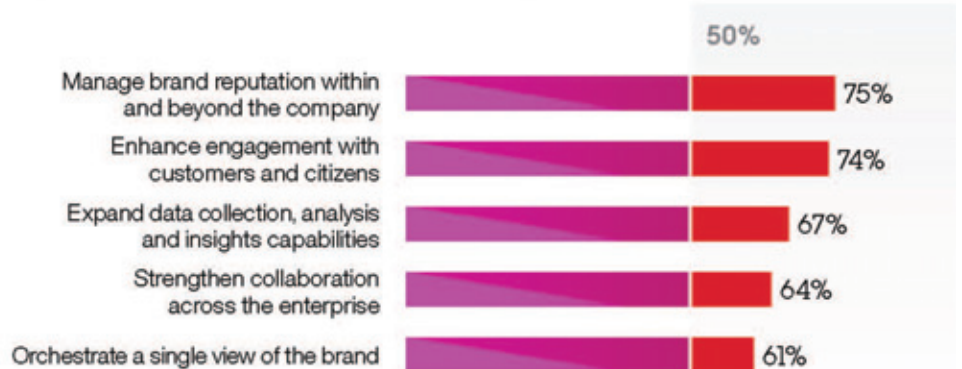
Winning ways. CMOs in outperforming organizations invest more effort in capturing and using data to foster customer relationships.

Extensive use of customer data



Clear vision. In a transparent world, an organization's corporate character is critical — and the marketing function can play a big part in activating it.

Top five initiatives driven by transparency



Deliver value to empowered customers	Foster lasting connections	Capture value, measure results
<ul style="list-style-type: none"> • Focus on creating value for customers as individuals • Reprioritize investments to analyze digital channels to access customers' views and use advanced analytics to recognize preferences and trends across every touch point • Work with IT to assess potential data and infrastructure exposures, employ tools to secure customer data and update privacy policies to address customers' concerns 	<ul style="list-style-type: none"> • Capitalize on new digital channels to stimulate customer conversations and new relationships; use tangible incentives to attract followers • Engage with customers throughout the customer lifecycle; build online/offline communities to strengthen your brand • Help the enterprise define and activate traits that make it unique and engage the C-suite to meld the internal and external faces of the enterprise 	<ul style="list-style-type: none"> • Use advanced analytics and compelling metrics to improve decision making and to demonstrate accountability • Adjust your talent mix to increase technical and financial skills, and grow digital expertise by finding new partners to supplement in-house resources • Expand your horizons by enhancing your personal financial, technical and digital savviness

insufficiently prepared to provide real ROI numbers and admit that proving value is difficult.

“From Stretched to Strengthened” also underscores how the practice of marketing itself is undergoing unprecedented change and the role of the CMO is also evolving dramatically. The study points to three opportunities that successful CMOs are finding as critical to transforming their thinking:

- The empowered customer is now in control of the business relationship, and a CMO's goal must be to deliver value to those empowered customers.
- An organization's behavior is as much a part of the value equation as the products and services it provides
- The pressure to be accountable is not merely a symptom of challenging times; it is a permanent shift that requires new approaches, new tools and new skills.



BAVARIAFEST AT THE PIERRE HOTEL

The IAA New York Chapter held its Annual Winter Ball with Bavarian theme this year and transformed the Pierre Hotel into a Munich Biergarten, complete with German cuisine and oom pah band. Key sponsors included Wired, CNBC and the Financial Times. The event also supported the United Nations Foundation through a charity raffle.

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IAA IN SAN FRANCISCO HELPS TOYS FOR TOTS

IAA West, the San Francisco-based Chapter of the International Advertising Association, held their largest-ever annual holiday gathering in December with donations and auction to benefit Toys for Tots. The program, run by the U. S. Marine Corps Reserve since 1947, collects new, unwrapped toys each year to provide Christmas gifts to needy children in local communities. The goal of The Toys for Tots Foundation is to deliver a message of hope to less fortunate youngsters in order to ultimately help them to become responsible, productive, patriotic citizens.

The luncheon was held at acclaimed Vietnamese restaurant, Ana Mandara, at San Francisco's famed Fisherman's Wharf.

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- 4 *Pamela Schroeder, Time, Inc- Fortune/ Money Group and Alan May, Just Media*
- 5 *Joel Villezar, Just Media; Richard Wortman, Ziff Davis and Kira Ollila, Autodesk*
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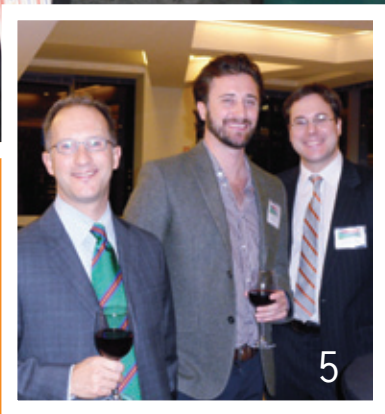
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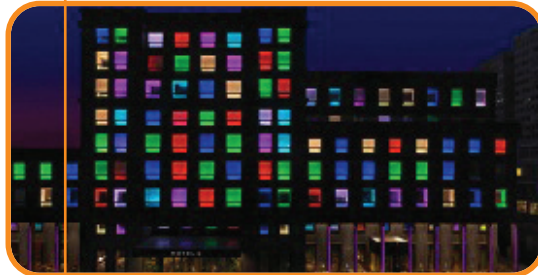
INNOVATORS AND DIGITAL WINNERS CELEBRATE AT TIMES SQUARE

The *Internationalist's* annual *Innovators Summit* was born when industry leaders expressed interest in hearing the ideas of agency thinkers who are changing the industry. The event gathers the newly-named Innovators, along with past winners, to share ideas via panel discussion or "show and tell." This year's half-day was followed by a reception & dinner for the winners in *The Internationalist Awards for Innovative Digital Marketing Solutions*.

All photo identifications from left:

- 1 Brucemond Chan, Pfizer Nutrition; Claudia Lagunas, PepsiCo International & Jury Chair; Clarence Chung, Alexandra Lo and Matthew Chan—all Pfizer Nutrition
- 2 Deborah Malone, The Internationalist and Paul Price, Creative Realities, Inc.
- 3 Maria Luisa Francoli, MPG, Harry Neuhaus, Neuhaus Consulting and Esther Uhalte-Cisneros, Mindshare
- 4 Steve Schildwachter, DraftFCB and Innovator; Heidimarie Schnell, Bayer; Tiffany Wagner and Dave Rosner—both Initiative
- 5 Howard Moore, Publicitas; and Dustin Guzowski and Michael Andrews—both Huson International Media
- 6 Innovators Steve Schildwachter, DraftFCB; Alex Hall, TigerSpike and Paul Woolmington, Naked in discussion with moderator Tim Mickelborough, Thomson Reuters
- 7 Debbie Flynn, M2M and Christine Rahilly, Financial Times
- 8 Sam Olstein, OMD—Gold Winner for Gatorade
- 9 Rita Gutkovich, Sam Olstein, Carolina Jimenez-Garcia—all OMD; Alex Hall, TigerSpike
- 10 Ina Simmel, OMD—Gold Winner for Nissan GT Academy
- 11 Morten Albaek, Vestas—Gold Winner for Vestas Wind Systems
- 12 Amit Prakesh, OMD—Gold Winner for Intel and Claudia Lagunas, PepsiCo International and Jury Chair

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



Larger Than Life Beijing

Is Beijing on to something? Like the urban equivalent of human growth hormone? Yes, Beijing is on Urban Growth Hormone: lately everything here is bigger, better, brighter and newer than it rightfully should be. The scale of China's capital city is immense, and growing so fast the city can't even decide where the core is — why have one city center when you can have four!

The 2008 Olympics were Beijing's coming out party, and much of the new infrastructure has had time to settle into its boots. Around it, a new city has blossomed, transforming entire sections into a vast new metropolis ripe for exploration. First however, one must escape T3 of **Beijing Capital Airport**, the 5th largest building in the world and home to more flights than anywhere in Asia. If you don't have a driver waiting, it's really best to hop aboard the **Beijing Airport Express**, which will cover the 28 miles to the city center in no time. Most foreigners disembark at **Sanyuanqiao** in Chaoyang district, but you can continue to Dongzhimen in the also popular Dongcheng district.

To avoid such a fate, holding court is really the best option, and the best place to do so is at **Opposite House** in the Santilun area of Chaoyang. This **Swire Hotels** operated club/hotel offers fantastic design and services with a level attitude that avoids snooty in favour of special. The property features 99 guest rooms, with a lovely penthouse that's perfect for a special event in the city. At night, the ground floor bars are perfect for a meeting or client entertaining, and the magnificent art in the lobby is worth a visit itself.

Two other hot options on accommodation are the **Hotel G**, (located right down the street) and the slightly more affordable **Grace Beijing**. Hotel G is very funky, and has a great bar/lobby scene if you're into that. The Grace is located over in the arty part of town, Yiu Yu Shi Qu, and dinner at **Fennel** is a must.

For later in the evening, there's always **Coco Banana** and the **Den**, both located in Gongti Xilu, packed to the rafters, and thumping out the hard core house music until the tai chi ladies are ready to walk their birds the next morning. It's a tale of two China's, and the younger one doesn't seem to need much sleep. **i-Ultra** continues to lay claim to the heart-felt role of Beijing icon — it's where you are most likely to end up on any given night when your client wants to mad-impress. Don't be ugly.

If you're looking for ideas a little less mainstream, try **Wain Wain** — a Japanese bar in the Chaoyang adjacent Soho New Town. **Soho New Town** is like any other Soho but on a larger scale: each building is half a block long and at least 50 stories high. Up on the 35th you'll find Wain Wain, flickering and gasping in little breaths of air, dizzy from the height. Pretty views of the new Beijing.

As your car and driver, (whether Hyundai or Mercedes), inches resolutely down the 2nd Ring Road, you'll be forgiven for sticking your neck out the window and gawking at the monolithic, gargantuan buildings that line either side of the pollution choked streets. The occasional slender tree arcs in the notorious wind, funneling through a city that is emerging to look in some places like New York, but on a grander scale. There's too much in Beijing now to take in at once. Too large, too complex — one only scratches the surface of the world's 21st century capital, knowing that the next time you're back, it will all be different anyway.

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

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