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FOCUS ON:

Levi's First Worldwide CMO — Jaime Cohen

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18 Internationalist Awards for Innovation in Media 2009

Entries came from over 30 countries, and despite the economic climate of 2009, it was clear that innovative solutions continue to be at the heart of good work. The jury recognized how difficult times can act as a catalyst for creative media thinking. The winners showed a willingness to take risks and didn't let the recession get in the way of providing fresh perspective.



Interview: Levi's First Worldwide CMO

Commentary: 2 Shades of Green

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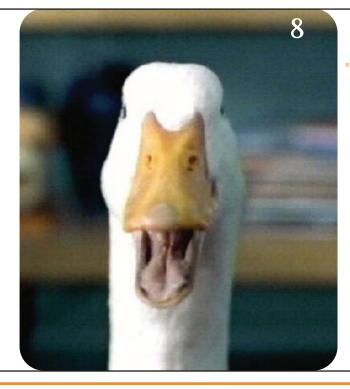
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Here Come the Phillies



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Data source: "Newspaper Readers Basic Survey 2008" conducted by Central Research Services, Inc. (4,137 respondents)

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Asahi Shimbun US\$53.94 Circulation: 8,031,579 Ad rate*: US\$433,207 (JP¥39,855,000) Nikkei US\$72.63 Circulation: 3,052,929 Ad rate*: US\$221,739 (JP¥20,400,000)

Data source: Circulation: "ABC Report of Jan.-Jun. 2009" * Full page, morning edition, B&W published rate as of January 2010 (US\$1.00=JP¥92)

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

The Asahi Shimbun
Well Read in Japan





Six Trends in Media Innovation

Best practices represent a big part of how our industry moves forward. After reviewing the latest winners of *The Internationalist Awards for Innovation in Media*, a number of trends became apparent. Winners come from all corners of the world and represent a wide variety of product and service categories, yet it was clear that certain types of ideas are certainly resonating with consumers.

Here are six trends in media innovation that we noticed from these current programs:

Print is far from dead... in fact, some of the most interesting media solutions pushed the limits of the printed word. They included the Pepsi Max program with CBS to bring a magazine to life with video, a Swiffer campaign that "swiffered" editorial away to grab attention, and an elegant Tassimo program that showed how the high-style coffee maker would look in a model kitchen through overlays in shelter magazines.

Transforming public spaces can be an absolute attention-getter, if done right. Carnival Cruises brought fun to life with giant beach balls and piñatas, while Gilette's Venus shaver transformed a South African beach to a form of "leg art." Grand Prix winner Pedigree showed how a park could be home to hundreds of cut-outs of dogs available for adoption. Stove Top's heated bus shelters were a big boost to a cold weather brand.

Events that range from neighborhood gatherings to public forums are becoming more essential in a media arsenal. EDF's Green Day in Britain was a huge success. Skelan, the arthritis pain reliever, connected with customers through a newly-initiated church exercise program, while P&G's Rejoice shampoo had couples lining up to reenact their wedding vows.

Contests can create real activation... Yes, we live in an age of engagement, in a "lean-forward" web 2.0 world. Many innovative media solutions rallied customer involvement from Doritos' campaign to let a contestant name its next flavor variety to Intel's call for the Ideas of Tomorrow to Bwin's Poker Island reality TV challenge.

Integration in TV Programming is blurring lines and changing perceptions. From brands like Cheez Whiz to Hallmark to Nintendo to Mars, each found ways to connect with consumer through innovative ways of working with television programming

Oh Canada! It's the national anthem of our latest winter Olympic host, but it's also a rallying cry for a long charge of consistent winners. Canadian case study entries are extremely well-written, complete with great examples, and show amazing innovation. This is the second year that we've had a Grand Prix in the shape of a maple leaf.

Congratulations to all winners. Innovation today is critical to engagement and results. We applaud your work.

Deb Malone Publisher

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The CMO Council sites THE LOYALTY LEADERS

According to the latest study from the CMO Council, marketers may be missing a big opportunity to fully connect with consumers who want more rewards and greater value from the brands they love. Loyalty programs are becoming a larger part of marketing, and the survey, The Leaders In Loyalty: Feeling The Love From The Loyalty Clubs, cites that in 2010 such program will receive a 34% increase in investment.

However, online communities, social networks and connecting with other members are among the least valued inducements to participate and remain active in loyalty programs.

The CMO Council asked nearly 700 global consumers and over 600 senior global marketers to offer their thoughts on loyalty and rewards programs. They were also asked, "Which program stands out as the best?" The battle for the top spot was close, but in the end, American Express, with their cardholder rewards program, narrowly edged out American Airline's AAdvantage program.

RANK			VOTES
1	036 E 160 S	American Express	48
2	A ^V A	American Airlines	45
3	Marriott.	Marriot	28
4	CVS/pharmacy	CVS	22
5	BOD	Boots	21
6	TESCO	Tesco	18
7	STARWOOD	Starwood	17
8	Costco	Costco	16
9	BOUTHWEST	Southwest Airlines	15
10	BEST	Best Buy	13
11		Kroger	12
12	aeropian	Aeroplan	11
13	Continental Airlines	Continental	10
14	QAN FAS	Qantas	9
15	SHOPPERS (Shoppers Drug Mart	8
16	DSW.	DSW	7
17	Hilton	Hilton	7
18	SEPHORA	Sephora	7
19	BRITISH	British Airways	7
20	Capital() _{th}	Capital One	7

About the CMO Council: Founded in 2001, the Palo Alto, California-based The Chief Marketing Officer (CMO) Council is dedicated to knowledge exchange and thought leadership among senior corporate marketing leaders and brand decision-makers across 90 countries in a wide-range of global industries. It now has six global chapters with 125 advisory board members representing global blue-chip brands.

For the study summary, go to:

http://www.cmocouncil.org/resources/form_leading_loyalty.asp.

Russia's Sochi 2014 Olympic Logo



Sochizo14.ru, the first Olympic emblem to feature a web address, acknowledges Russian organizers' intentions to target the Digital Generation.

The branding of Sochi 2014 began by surveying people from Russia, as well as from several other countries, to collect insights that have contributed to the concept for the next Winter Games. Interbrand then developed the Sochi 2014 logo with additional input from an Expert Brand Council established by the Sochi organizing committee, comprised of top names in sports, the arts and marketing from Russia an the rest of the world.

"Sochi 2014 has always been about being a gateway to the future and our new brand demonstrates that commitment more strongly than ever," said Dmitry Chernyshenko, president and chief executive of Sochi 2014 in an official statement at the logo's unveiling.

"To prove our commitment to innovation," he continued, "Sochi 2014 will have a clearly digital Games emblem. We are offering an invitation, an icon and an inspiration to people from across the world to celebrate the thrill of Russia's first Olympic Winter Games."

is the First to Contain a URL

China's Yingli Green Energy is World Cup Sponsorship First

Yingli Solar, one of the world's largest manufacturers of vertical solar panels, is both the first renewable energy company to sponsor the FIFA World Cup, as well as the first Chinese company to partner globally with the top football event.

Headquartered in Baoding, China, Yingli Green Energy owns the Yingli Solar brand, which produces vertically-integrated photovoltaic modules that convert sunlight into electricity. The company has more than 6000 employees among its 10 locations throughout the world.

Already with a presence in Germany, Spain, Italy, Greece, France, South Korea, China, and the US, Yingli will now leverage the World Cup sponsorship to expand its worldwide marketing activity. The company will also help accomplish FIFA's 'Green Goal' initiative for South Africa, a concept to make the games, held from June 11 to July 11, 2010, as environmentally responsible as possible.

Yingli Green Energy has global marketing rights, which includes the ability to place its company logo next to the FIFA World Cup emblem and to promote its products throughout the Cup process. Perimeter-board advertising and media rights are part of the sponsorship package, as well as the ability to showcase its solar products at the fan zones in the FIFA World Cup stadiums.

Liansheng Miao, chairman and chief executive of Yingli Green Energy, said: 'This sponsorship also signifies our response to the growing global demand to create a greener world through renewable energy. We are proud of our mission and the steps we are taking to make solar power an enduring and cost-effective technology for all humankind."

When is a Duck Not a Duck? When it's also a Cat in Japan



The Aflac Duck was created a decade ago by New York's Kaplan Thaler Group to increase the name recognition of the Georgia-based supplemental insurance company, Aflac, in the United States. The duck quacks "aflac" and helps to make the company's unusual name more memorable. The Aflac Duck has appeared in dozens of commercials, is sold as plush toys to benefit children's cancer projects, and also now stars on Madison Avenue's Walk of Fame as a Favorite Advertising Icon.



Harvard Business Review

NOTE: The Internationalist is now also providing readers more BEST PRACTICES online at www.the-internationalist.com. Thanks to the , we'll also showcase some of best marketing case studies and commentaries from the Harvard Aflac also operates in Japan. In 2009, the Japanese marketing team introduced a new insurance product which mixed the famous duck with the traditional Asian good-luck cat, Maneki Neko. (By the way, in Japan, a duck does not say "quack, quack;" it says "ga-ga.")

TO LEARN MORE ABOUT THIS MARKETING CASE STUDY FROM AFLAC'S CEO DANIEL P. AMOS, please link to: http://www.internationalistmagazine.com/harvard.html

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Social Media Spending Climbs

Why Invest in Social Media?

Most respondents admitted that building relationships with influential bloggers was considered an important social media strategy; however, this also required the greatest amount of sustained effort. Interestingly, establishing a presence on Facebook and "microblogging" on Twitter was also viewed as a basic first step in entering the social media world; however, a majority of those surveyed agreed that these strategies generally achieved the lowest levels of results.

Other benefits cited included:

- Improved Website traffic
- Better search engine rankings
- Higher sales revenues
- Superior lead generation
- Reduced cost of customer acquisition
- Enhanced customer service and better public relations value
- Greater brand awareness and enhanced product reputation

What will the increased expenditure fund?

Survey respondents admitted that social media is largely funded by shifting money from other marketing line items, given the current economic climate. Although a smaller percentage saw it come from an overall budget increase.

More than half—(almost 60%) of the investment spending for social media will be allocated to staff salaries for:

- Blogging
- Content development
- Data monitoring

Roughly 20% of the social media budget will be spent on external partners like advertising/PR/media agencies and consultants.

Which industry sector plans to invest the most in social media?

- » 79% of survey participants in the retail and e-commerce sectors planned to increase their social media expenditure in 2010.
- » 63% in the publishing and media category planned increases
- » 55% in the IT sector
- » 54% in services
- » 53% in the packaged goods (FMCG) category
- » 52% in travel, including those defined as leisure operators

Blogging requires the greatest amount of sustained effort of all social media.

According to the latest survey
by Marketing Sherpa, the
Rhode Island, US-based
research company that
specializes in tracking what
works in all aspects of
marketing (and what does not),
a majority of US companies are
spending more on social media.
Marketing Sherpa polled 2,300
communications specialists on
the topic.

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The Belgian agencies strike: did it succeed?

It has been widely reported that in February this year, 27 leading Belgian agencies—independents and multinationals—staged a "virtual strike", replacing their websites with a political message.

This was a collective action: the message could only be read in full, by visiting the sites of each agency in turn. Although of course, it was quickly reported in the press.

Julian Boulding
President, thenetworkone
julian.boulding@thenetworkone.com

The content was very direct: agencies and marketing clients were ignoring their agreed code of practice on new business pitches, and this had to stop.

The Belgian code is voluntary, but clear. Clients should pay agencies for producing speculative creative proposals. Not a lot—but at least something, to recognise that both winners and losers in the pitch had provided something of value, whether or not their exact ideas were used.

The code also suggests a limit to the number of agencies who should be asked to make speculative proposals: three new agencies, plus the incumbent.

Increasingly, pitches had stopped working like this. One government agency is alleged to have demanded speculative creative work from ten different agencies, with no payment to anyone, no guarantee that anyone's work would be used, or even that a new agency would be appointed at all.

The "virtual strike" caught everyone's imagination. It received wide coverage in the international press and messages of support flooded in to Belgium, from as far away as Australia.

But was it a success?

I went to Belgium, and talked with some of the agency heads involved, including Marc Fauconnier of Famous, who had first conceived the idea. He felt there had been an enormously positive effect—if only that it had raised the issue and created serious public debate, for the first time.

I talked to another leading agency who told me they had experienced a more practical benefit: a client who had invited them to a five-way pitch with no payment offered, changed his policy, reduced his shortlist to three and paid each agency for its pitch work. So they were happy.

Now everyone is asking: will clients change their behaviour, in the long term?

I see the question differently.

The problem is not the clients. The law of supply and demand operates in our business, like any other. Customers will always ask for more work, for less money. Why pay someone who is willing to give his services for free? Caveat vendor...

The problem is actually the agencies. Too many agencies are run by talented creative people, with poor business skills.

The maths are simple. If ten agencies are pitching, each agency's chance of success is one in ten.

If it costs an agency 20,000 Euros to pitch (time costs and materials), then on average, each "pitch success" must generate at least 200,000 Euros of profit. In a country the size of Belgium, that is often unrealistic.

The real skill in business is knowing when to say no. The striking agencies seem to be talking to their clients, but really they are talking to themselves.

If they listen to themselves, and act on their own advice: then it will have been a success.

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GLOBETROTTERS

from the blackberry of deborah malone



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

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



AMY STETTLER, OUR NEW GUITAR HERO (AND VP GLOBAL MEDIA)

► Amy Stettler has taken on the new role of VP Global Media & Engagement at Activision Blizzard, the Santa Monica, California-based videogame marketer renowned for

its wildly successful Guitar Hero® series. She reports to EVP & Chief Creative Officer **Brad Jakeman**, also well known for his 8-years as Managing Director-Global Advertising at Citibank in New York. Amy will also work with Mediaedge:cia, who won the Activision Blizzard assignment last year. (The company's global media budget is estimated at USD \$200 million.)

Amy is well-poised for the job. Many know her from the years she spent at OMD as Global Account Director on Apple during the iPhone launch and the "Mac v. PC" ad campaign. She also served as the Global Media Director on Intel at Euro RSCG/Havas and as Worldwide Planning Director at Ogilvy with a primary emphasis on IBM.

In addition to Guitar Hero®, Activision Blizzard markets topselling video games like Call of Duty®—(Volume 2- Modern Warfare has already passed the \$ibillion mark in worldwide retail sales after just a November launch), Tony Hawk, Spider-Man[™], X-Men[™], Shrek®, James Bond[™] and TRANSFORMERS[™]. World of Warcraft®, the leading global subscription-based massive multiplayer online role-play game, is also part of the company's portfolio.

The company now has operations in the US, Canada, the UK, Ireland, France, Germany, Italy, Spain, Sweden, Norway, Denmark, the Netherlands, Romania, Australia, Chile, India, Japan, China, the region of Taiwan and South Korea.

CONTACT: amy.stettler@activision.com

GLENN HANSEN CELEBRATES 30 YEARS AT BPA. COULD THAT BE A TYPO?

➤ Yes, it's true. Glenn
Hansen, President & CEO of
BPA Worldwide, the global
print and online auditing
firm, has completed 30
years with the company. (And



we always described Glenn Hansen as boyish!) We've watched first-hand as he became a global pioneer for the organization by rallying new markets—from Dubai to China to Nepal—to see the value of audit statements and by diversifying BPA's offerings to include new media.

Yet, most surprising, is that Glenn had a fascinating non-media career even before BPA. Not only is he a graduate magna cum laude of John Jay College of Criminal Justice and of the Executive Management Program for Expatriate Management of Operations in China at China European International Business School (CEIBS) in Shanghai, but he was a U.S. Customs officer, working the international borders at New York airports and shipyards. (His specialty? Drug interdiction and cargo theft squads.)

Glenn Hansen even started out as the Assistant Director of Government Funding for the Boy Scouts of America. (He must have been 10 years old.) To this day, he remains an Eagle Scout.

Could someone explain how he gets more energetic and more youthful every year? Honestly, though, a well-deserved toast to Glenn! (Bartender, I'm having what he's having.)

CONTACT: ghansen@bpaww.com

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SCOTT THOREAU'S NEW EMPHASIS

Scott Thoreau, a veteran of media management in both the US and Asia, was named Managing Director of PubliGroupe's Emphasis Media, based in Hong Kong. (In fact, he's returning to company, Scott also worked with Emphasis from 1995 to 1999 as VP-Sales, then as Group Publishing

Director.)

He's now responsible for growing the company's custom publishing business in the Greater China region and for creating new programs for clients in print, online and mobile. Scott reports to Monica Woo, CEO of Custom Publishing for PubliGroupe. Emphasis' media portfolio includes *CNN Traveler*; *Silkwinds*, the in-flight magazine for SilkAir; *Krisworld* and *Priority*, both publications of Singapore Airlines, and Elite, published for Martell & Co.

Scott Thoreau's past roles have included Regional Director for the Western US for The Financial Times, Director at First Eastern Media, and Publisher at AVCJ Holdings where he managed an Asian private equity and venture capital media group.

CONTACT: sthoreau@emphasis.net

CHARLIE ATTENBOROUGH HEADS NATIONAL GEOGRAPHIC'S INTERNATIONAL ADVERTISING

► Charlie Attenborough has taken on the newly-expanded role of Managing Director for *National*



Geographic's international advertising, which includes overseeing sales and marketing for the organization's magazines and digital properties throughout the EMEA and APAC regions. He'll also coordinate with the TV teams working with the National Geographic Channel. Charlie had most recently been based in Singapore for *Geographic*, but this move brings him home to London.

He'll report to **Declan Moore**, Senior Vice President International/National Geographic Global Media, who moved from London to the organization's Washington, DC world headquarters in 2009. *National Geographic* magazine is published in both English and 32 local-languages and has a global circulation of roughly 8 million. <u>Nationalgeographic.com</u> attracts 14 million unique visitors a month.

Before his role at *National Geographic* in Singapore, Charlie worked with *Fortune* in Hong Kong and London, as well as with the Economist Group in London.

 ${\bf CONTACT: charlie.attenborough@ngm-intl.com}$

STEVE RIDLEY BECOMES KINETIC'S GLOBAL CEO

► We're delighted that Steve Ridley has been named the new Global Chief Executive Officer of Kinetic Worldwide, the rapidly-transforming "Out of Home" agency with offices now in 23 markets. (Kinetic believes that



"out of home" is being redefined as the process of creatively engaging with people while they are "on the move as and living their daily lives.")

Steve's been busier than ever as Kinetic expands its offering to include divisions like *Joule* for mobile, *Destination* for untraditional venues, *Aviator* for airports and in-flight environment, *Alcance* for Multicultural, and other specialty categories like *Target*: Health. (No wonder we only catch a glimpse of him now when he's on an industry panel or at an airport.)

We certainly remember Steve from his Poster Publicity days and have watched the company's evolution to become Kinetic and a part of WPP. He has the history and the forward vision to lead the organization to its new understanding of "how brands can connect with people's lifestyles and the environments they use."

CONTACT: steve.ridley@kineticww.com

GUY HOLROYD CREATES ICONIC INTERNATIONAL COMMUNICATIONS

Despite the economics of these times, people continue to be optimists and create new businesses. **Guy Holroyd** is one such person, and for an international ad representation company that was officially started in January, he's off to a strong start.



Iconic International has a solid concentration in three of Europe's top markets—Germany, France and Italy with such titles as: Handelsblatt, WirtschaftsWoche, VDI Nachrichten, Die Zeit, Der Tagesspiegel; Les Echos, Enjeux, Connaissance des Arts; Milano Finanza and Italia Oggi. Guy also specializes in aviation trade titles with Fliegerrevue (Germany) and Vzlet (Russia).

We wish him, and his Sales Manager, Lisa Pastorino, well with their new company. Given that icons are meant to stand the test of time, we're expecting to keep hearing from Iconic in the decades ahead.

CONTACT: holroyd@iconic international.com

LONDON'S SIMPSON MEDIA NOW WORKS WITH THE NEW YORKER

▶ David Simpson is also a new entrepreneur. After building an international ad sales career at Eurosport and The Extreme Sports Channel, he had the courage to start Simpson Media last May at the



heart of the recession. His risk was rewarded, and the company is growing quickly. *The New Yorker* is the latest publication to work with Simpson Media for sales representation in the UK.

According to **Lisa Hughes**, Vice President and Publisher of *The New Yorker*, "We're thrilled to have someone with David's energy and passion onboard. I look forward to working with him."

CONTACT: david@simpsonmedia.com

HOWARD NEAD IN NEW GLOBAL ROLE AT PHD

▶ Howard Nead has taken on the new global role of Worldwide Business Development Director for PHD Worldwide. A company veteran since 1993, Howard started at the media agency in London as a Director and was later named Managing Partner of PHD



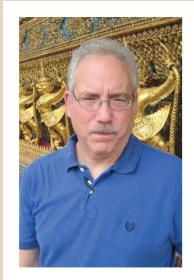
UK in 2007. He'll continue to oversee the relationships with ING and Warner Brothers, while providing senior management support to the international teams running Siemens, Airbus and Vestas.

This recent promotion means that Howard will work directly with Worldwide CEO Mike Cooper's global team from the company's London headquarters and develop new-business opportunities across PHD's network of 70 offices in 60 markets.

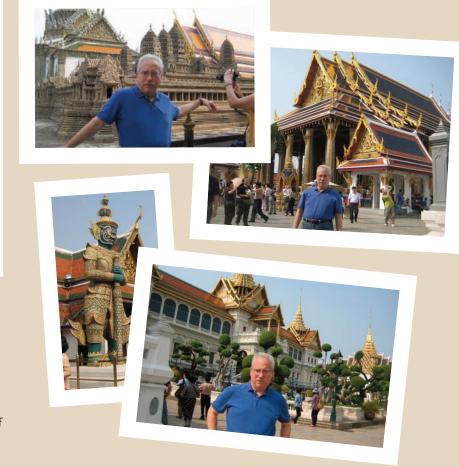
In fact, PHD turns 20 this year, and we recall when the Telephone Exchange address in London sounded like a new curiosity. PHD is part of Omnicom Media Group, the media services division of Omnicom Group, Inc.

CONTACT: howard.nead@phdnetwork.com

SNAPSHOTS FROM AROUND THE WORLD



Les Margulius, currently working in Mumbai India as President of an independent media agency, Media Directiom, takes a welcome break from chicken masala and dives into a bit of Pad Thai noodles. Here he is in front of the Grand Palace in downtown Bankkok. He spent all day touring the temples and shrines and swears he never came within 10 km of the notorious Patpong district. Safe travels Les and keep the Pepto handy just in case.





PRONUNCIATION: \i-n\(\frac{1}{2}\)-\v\(\bar{a}\)-\sh\(\pa\)
FUNCTION: noun

Definitions:

I: the introduction of something new2: a new idea, method, or device

Source: Merriam-Webster

The Internationalist magazine is pleased to showcase the winners of the second annual *Internationalist Awards for Innovation in Media*. As media plays a more strategic role in the marketing process, innovative thinking becomes essential to good work and strong results. These winners provide a global array of today's best practices.

Entries came from over 30 countries, and despite the economic climate of 2009, it was clear that innovative solutions continue to be at the heart of good work. The jury recognized how difficult times can act as a catalyst for creative and effective media ideas. The winners showed a willingness to take risks and didn't let the recession get in the way of providing fresh perspective.

Two winners have been awarded Grand Prix prizes: Pedigree, submitted by Starcom Australia and Suicide Action, submitted by PHD Canada. By offering fresh insights and the dramatic use of media, both the Pedigree and Suicide Action campaigns broke through the defensive barriers that people automatically erect to avoid difficult emotional subjects. These campaigns also poignantly demonstrated how it is possible to make a difference—with extraordinary results.

Given the worldwide nature of the awards, it was also decided to add a new honor to an emerging market—to highlight extraordinary work from a country that has not benefited from a long advertising history. This honor went to Starcom Shanghai for their "First Coke of the Year" campaign tied to the traditions of the Lunar New Year.

After evaluating all of the winning entries, it was clear that Starcom Media Vest Group dominated as the Media Agency Network of the Year. Not only did Starcom receive more golds than any other network, but more total awards. The next group of top-scoring networks included: OMD, MPG/Havas and PHD.

S

PEDIGREE submitted by Starcom Australia



Pedigree offered pet adoption as an alternative to euthanizing animals by telling the individual stories of shelter dogs. Thousands of bright yellow, life-sized cut-outs of dogs. were placed in parks, stations and main streets, so that families could choose a pet by its life story. The Pedigree Adoption Drive was so successful that some shelters ran out of dogs and had to put people on waiting lists.

See the case study at: http://www.internationalistawards.com/inter-media-2009/pedigree.html



SUICIDE ACTION submitted by PHD Canada

The Suicide Action Foundation recognized how shock is the first human reaction experienced by those affected by a loved one's suicide. PHD's media strategy was to create abrupt endings, like suicide itself, as a forceful way to convey that suicide often strikes when we least expect it. Such awareness can be the first step in its prevention. As a result of the campaign, calls to the prevention hotline increased by 35% ...and each phone call represented a saved life.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/suicideaction.html



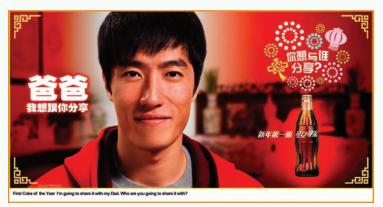


If you think this ended too soon, what if it was the life of a loved one? Suicide Action Montreal. 1-866-APPELLE.'



CANADA AUSTRALIA. COUNTRIES OF ENTRIES:

CHINA submitted by Coca Cola- Starcom Shanghai





The Lunar New Year is not only China's most important festival, but is a time when brands capitalize on consumers' generous spending for family celebrations. The "First Coke of the Year" campaign created a modern ritual of sharing a **Coca Cola** with someone special to pass on hope for the year ahead. Chinese youth were able to dedicate their "First Coke of the Year" wishes via iCoke.cn, while large "wishing boards" were placed in busy areas for people to post messages. The levels of participation were extraordinary—even by Chinese standards.

See the case study at: http://www.internationalist-awards.com/ inter-media-2009/cocacola.html



DORITOS submitted by OMD Canada

Doritos gave control to their consumers by creating a "become the guru" contest to name the new, unidentified flavor of Doritos. The winner would receive cash and 1% of product sales. Entrants had to submit a name and create a TV ad to sell the new variety. With just 31 days for the contest duration, OMD unleashed a mass social video campaign across Canada with a phased, but rapid approach to drive awareness, submissions, voting and buzz for the winner reveal. Not only were the results off the charts, but OMD helped to sell a pile of chips, too.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/doritos.html



COUNTRIES OF ENTRIES: CHINA, CANADA

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009

"Third-person effect" is a psychological phenomenon which states that you think the media doesn't influence you but everyone else.

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EDF—CAKE submitted by (Havas Sports & Entertainment) and ais, UK

EDF Energy is the largest low-carbon electricity producer in the UK. The goal was to increase awareness of EDF and their sponsorship of the Olympics, while decreasing CO2. Green Britain Day (July 10) was created to encourage people to work together to lower the nation's carbon footprint in time for the 2012 London Olympic Games. A green Union Jack Flag inspired people to join the movement and "do something green for the team." On the day, 1000 grass-root events were held across schools, businesses and communities via promotions that utilized EDF ambassadors and Olympians. Results earned gold while going for green.

See the case study at: http://www.internationalist-awards.com/intermedia-2009/edfenergy.html



MARS submitted by Starcom Australia



MARS, Australia's biggest selling chocolate bar, had slipped in its "favorite brand" ratings and needed to revive. MARS loyalists admitted that they chose MARS to transform their mood, much in the same way that comedians can change one's frame of mind. The strategy was to create a parody of traditional sponsorship by harnessing the ultimate mood-changing character, from the ultimate mood-changing show—Before the Game, a live comedy, aired before Saturday's AFL (Australian Football League). MARS saw the perfect fit to sponsor Strauchanie—the show's spoof professional footballer, a character guaranteed to transform moods. MARS became central to the comedy plot, and it was impossible for viewers not to remember the brand and smile.

See the case study at: http://www.internationalistawards.com/inter-media-2009/mars.html

COUNTRIES OF ENTRIES: UNITED

NINTENDO submitted by Starcom Canada

Although it is the #1 gaming company in Canada, Nintendo faced challenges during the 2009 economic downturn as it planned to launch 4 games across English and French Canada—two sectors with very different responses to gaming. Starcom partnered with the leading broadcaster in each language through initiatives involving content creation and viewer involvement. A contest was created for English Canada to find Canada's Ultimate Gaming Family. While Quebeckers' passion for reality programming and interest in home-grown celebrities resulted in a contest to pair five families with A-list local stars. In a soft gaming market, Canadian sales of the showcased game titles dramatically outpaced projections.

See the case study at: http://www.internationalist-awards.com/ inter-media-2009/nintendo.html





NURSE JACKIE (SHOWTIME) submitted by OMD US



Showtime, a premium cable network in the US, found sampling to be a successful strategy to build program excitement and grow subscriptions. With the rise in popularity of eBooks, Showtime wanted to include e-readers in their sampling strategy for Nurse Jackie, a new series starring Edie Falco. Showtime offered readers of Amazon's Kindle an opportunity to download a free copy of the first Nurse Jackie script. After reading, users could view the pilot episode on Amazon.com or SHO.com. Nurse Jackie became Showtime's best debut of an original series—ever, and the script entered the elite list of the Top 20 Kindle Downloads.

See the case study at: http://www.internationalist-awards.com/ inter-media-2009/nursejackie.html

KINGDOM, AUSTRALIA, CANADA, UNITED STATES

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009

PEPSIMAX submitted by OMD US

Both **PepsiCo** and **CBS-TV** have been believers in creating buzz by igniting marketing programs with media innovation; they also serve a similar audience—the difficult-to-reach demographic of young men. With the CBS 2009 Fall Season launch as centerpiece and PepsiCo's interest in growing awareness for PepsiMax, the two companies teamed up to create the first-ever Video-in-Print advertising. They introduced consumers to CBS and PepsiMax video content on the printed page by embedding a video player in *Entertainment Weekly* magazine to feature such promotional spots as "Monday to the Max" and "Thirsty for Comedy."

The integration generated exceptional

See the case study at:

awareness.

http://www.internationalist-awards.com/inter-media-2009/pepsicola.html





TASSIMO submitted by MediaVest Canada



Kraft's Tassimo led the revolution in gourmet,

on-demand coffee, but was facing increased competition. The stylishly-redesigned Tassimo hot beverage brewer needed to break through the holiday clutter with a limited budget. Although television is a mainstay in the packaged goods world, the MediaVest team believed that Tassimo would be purchased by higher-income households who were devotees of home and shelter magazines. By breaking down long-standing editorial-advertising conventions, the team created a clear acetate overlay of the Tassimo brewer as their ad and strategically inserted it over an editorial layout of a dream kitchen. Readers could immediately imagine Tassimo on their kitchen countertop as an essential appliance.

See the case study at: http://www.internationalistawards.com/inter-media-2009/kraft.html

COUNTRIES OF ENTRIES: CANADA,

THE THREAD submitted by Mediavest New York

Procter & Gamble's corporate portfolio includes a wide range of beauty brands. Their media challenge was to leverage common consumer insights, while using corporate scale to drive sales for individual brands. Building on current interest in celebrities as inspiration for fashion and beauty trends, MediaVest created The Thread, a daily online way for women to stay

the Thread on Shine

current. The Thread lives at Yahoo! Shine and features custom video programming with 80 branded episodes and daily editorial blogs. The show is created in New York's Times Square and focuses on a celebrity look for hair, skin or make-up with suggestions for low-priced alternatives. Both consumers and P&G brands have reaped big benefits.

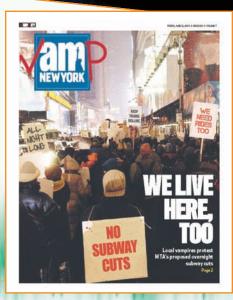
See the case study at: http://www.internationalist-awards.com/ inter-media-2009/thethread.html

Premium US cable programmer, **HBO**, recognized that Season 2 of "True Blood" had the potential to become one of its great signature series. However, it needed to reignite the "True Blood" viewer from the first season, grow the audience, and make it "must see" television. HBO chose to "hack reality" by showcasing products and services which targeted the "vampire consumer" through media ideas across digital, print and outdoor media. One such example included a "Parties to Die For" insert in Vanity Fair, which featured photos of nightlife in Hollywood with famous faces sporting "fangs." The

TRUE BLOOD (HBO) submitted by PHD New York

See the case study at: http://www.internationalist-awards.com/ inter-media-2009/trueblood.html

Season 2 premiere (and entire season) was a resounding success for HBO.



UNITED STATES

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009

BECEL submitted by PHD Canada

Becel is known as a healthy option in the margarine category. Only 13% of Canadian women realize that heart disease, a preventable illness, is the country's leading cause of female death. Becel wanted to stimulate conversation among women, while helping to prevent the disease. Its message of "do one small thing to love your heart," ignited



The Becel Love Your Heart Benefit Concert, featuring top celebrities and performers.

Women were invited to Canada's first live broadcast via satellite to Cineplex Cinemas nationwide. Every Becel pack contained free tickets for "you and a friend" to attend the simulcast. Online ticket activation enabled a \$1 donation to the Heart & Stroke Foundation. The Becel campaign became an immediate Canadian success.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/becel.html

CHEEZ WHIZ submitted by MediaVest Canada



MediaVest needed to remind consumers that a sleepy brand already in their cupboards could add fun and versatility to everyday foods or snaking. They teamed with leading Canadian television comedy, *Corner Gas*, whose core viewer base resided in the Prairie Provinces, where Cheez Whiz was most established. The unique Canadian humor expressed in the series was a perfect match to the Cheez Whiz personality. The brand was placed in the *Corner Gas* store where the show's storyline was centered, and was integrated in dialogue, when appropriate, in a tongue-in-cheek manner. The viewer appeal even led to a *Corner Gas* product jar of the cheese spread, while Cheez Whiz share points grew.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/cheezwhiz.html

DOCKERS submitted by OMD US

Dockers Dockers had become a generic term for the pleated office pant. The brand needed to take khakis "beyond the cubicle" and revolutionize a cluttered category by generating consumer excitement to strengthen its leadership position. Dockers created the first interactive "shakable" ad by crafting a new dimension in advertising—actual movement. The ad ran within a custom-build network of iPhone applications. The Dockers "shake" ads featured the khakis-clad freestyle dancer, Dufon Smith. Users shake their iPhone to initiate different dance moves. The ad became

a technological and cultural phenomenon.



See the case study at: http://www.internationalist-awards.com/inter-media-2009/dockers.html

COUNTRIES OF ENTRIES: CANADA,



HALLMARK submitted by Starcom Chicago

With today's ease of communication people have forgotten the tangible and heartfelt impact of a greeting card. **Hallmark** needed to reestablish the emotional value of cards, so it teamed with Extreme Makeover: Home Edition, a feel-good reality TV show that rewards "everyday heroes" by repairing their homes. Hallmark also helped one of the heroes, a music teacher, by donating instruments to her school

without her knowledge. The program featured the teacher receiving a basket of

Hallmark Recordable Cards with personal messages of thanks from her students and proud pictures of them holding their new instruments. In the face of one of the bleakest Q4 sales quarters, Hallmark sales increased, while marketing ROI exceeded expectations.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/hallmark.html

HONDA submitted by Starcom Spain

In Spain, drivers perceive hybrid cars to be complicated and unexciting. With the launch of the

Honda Insight, Starcom had to change these perceptions and appeal to the Spanish competitive spirit by making eco-driving a sport. Given that this new hybrid analyzes consumption and provides a numerical score, the Insight Eco Challenge was launched to find Spain's top Eco Driver. TV personalities and champion racers joined the event as TV spots took on the look of celebrity reality programming. Not only did awareness increase, but Insight sales and marketshare within the hybrid class showed dramatic growth.



See the case study at: http://www.internationalist-awards.com/inter-media-2009/honda.html

ORACLE submitted by Starcom Chicago

Oracle's challenge was to break into an entrenched market with a new, better product. In Fortune 1000 companies, the Chief Information Officer (CIO) and the Chief Financial Officer (CFO) are the only people powerful enough to trigger a complete system overhaul. Oracle had to jointly appeal to their sometimes divergent priorities, so Starcom forged a partnership with CIO Magazine and CFO Magazine, known as "CIO2CFO." By bringing two unrelated publications together,



Oracle was positioned as the first Technology partner to facilitate the CIO/CFO conversation. The extraordinary results demonstrated how the program was a true "bull's eye" in engaging Oracle's C-Level target audience.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/oracle.html

UNITED STATES, SPAIN

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009

PEPTO BISMOL submitted by Starcom Mexico

Pepto Bismoll is largely considered an anti-diarrheic by Mexican consumers, yet Pepto's formulation also works effectively as an antacid. It was necessary to find the perfect moment to convey this additional benefit. September 15th is Independence Day, or "Día del Grito" (Shout Day), when Mexicans celebrate to excess-- partying with tequila, tacos, chili, and traditional greasy, spicy dishes. The Mariachi, traditional Mexican folk musicians, also share in the celebration and encourage the party-ers to continue. Pepto Bismol created the Pink Mariachi, dressed in Pepto's pink and singing traditional songs—humorously adapted to stomach issues and brand benefits. The campaign fueled a Pink Mariachi boom, created a fun topic in Mexicans' celebrations and provided good relief!

See the case study at: http://www.internationalist-awards.com/inter-media-2009/pepto.html

REJOICE submitted by Starcom Guangzhou China



Hair "smoothness" is the key brand promise of P&G's Rejoice Shampoo. As other products began to make this claim, **Rejoice** needed a new way to demonstrate their core attribute, while establishing their leadership position in hair care. Given that a wedding day is a pivotal event for Chinese women and also the ultimate hair care "torture test," Rejoice set a wedding at the center of a "soap opera come to life." Rejoice sent out online invitations to consumers, encouraging couples to nominate themselves in a contest to win an opportunity to say or reconfirm their wedding vows at Rejoice's "grand wedding event." The "Rejoice Love Journey" became one of the most successful digital programs ever executed in Greater China for P&G.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/rejoice.html

STOVE TOP submitted by Starcom New York

Stove Top stuffing has been a classic American comfort food for decades, but is often associated with holidays. The goal was to drive Winter sales volume and remind consumers that Stove Top can be part of non-holiday meals. The strategy was to give consumers the "gift of warmth" on cold days and make Stove Top the hero, so the first-ever heated



bus shelter campaign was created. JC Decaux installed heating elements in bus shelters, providing consumers with a physical reminder of the comfort Stove Top provides. Brand Ambassadors also handed out new Stove Top Quick Cups at these bus stops. The campaign drove a sales increase, and customers raved about the warm shelters.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/stovetop.html

COUNTRIES OF ENTRIES: MEXICO,

SWIFFER submitted by Starcom Canada

Swiffer's challenge was to get urban dwellers (small space apartment/condo owners) to re-think their cleaning choices. Throughout the process of their daily commute, media placements forced them to do a "double-take." Their Metro newspaper was "swiffered" through the editorial as words were literally cleaned off the page. Subway doors were framed with Swiffer messages, and commuters were welcomed home in the evening with a Swiffer-sponsored newspaper subscription on their doorstep-- complete with a

Plyfoling pringing in right plants that it is not to the control of the control o

high-incentive Swiffer purchase coupon. The program helped the brand maintain its #1 place in the quick-clean category.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/swiffer.html

VENUS submitted by Starcom South Africa



Gillette's Venus needed to give women a compelling reason to continue purchasing a premium brand, and retain its place as South Africa's top-selling female razor. The campaign created an opportunity for young women to congregate *en masse* and make history by participating in the country's biggest swimsuit photo-shoot. Venus partnered with *Cosmopolitan* to help facilitate the event, and participants were awarded a Venus Breeze razor, branded bikini and sarong. Women were given an unforgettable story to share with friends as 1060 legs transformed the Camp's Bay landscape into a living sculpture. Participants were choreographed to form the word COSMO, as aerial and ground

photographers captured the scene. And casual users were quickly converted to brand advocates!

See the case study at: http://www.internationalist-awards.com/inter-media-009/venus.html

VOLVO submitted by MPG & Media Contacts, New York

In 2009, **Volvo** launched its first crossover vehicle, the XC60, which introduced new safety technology – City Safety-- to prevent collisions between 10 and 20 MPH. To support the launch, media had to be innovative, measurable and resonate with the target in a unique way. Aligning with existing social media channels to bolster viral reach and awareness of the XC60's product features was critical. The campaign created the first homepage takeover unit on YouTube and incorporated Twitter within that unit. While targeting the New York Auto Show, Twitter became a one-to-one consumer touch point as car enthusiasts related their comments and experiences after test driving the XC60. Volvo saw a tangible sales increase in the key months following the campaign launch.



See the case study at: http://www.internationalist-awards.com/inter-media-2009/volvo.html

CHINA, CANADA, SOUTH AFRICA, UNITED STATES

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009



BWIN submitted by MPG Italy

Online poker was legalized in Italy in September 2008 and has steadily gained popularity. Bwin is the world's largest online gaming organization, but in Italy, the marketplace is flooded with competition. In order to stand out, Bwin developed the ultimate online tournament – Bwin Poker Island Challenge – a casting call for a reality TV show and a chance for winners to play cards at a Mediterranean villa on an island paradise. Nearly 350,000 people tried their luck to become one of eight contestants on Bwin's Poker Island, where they could train like pros and live in the lap of luxury. The gamble paid off as Bwin's market share increased as viewers followed the 6-part TV series.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/bwin.html

CANON POWERSHOT submitted by Dentsu America

Canon USA has maintained sales leadership of the digital point and shoot camera market, yet 80% of US households now own a digital camera. New sales come from replacements, upgrades and additional family purchases. Canon wanted to create a deeper emotional connection with 20-39 year olds to maintain its share against brand loyalists. To do so, Canon created multi-platform partnerships with Fashion and Entertainment media around content where cameras would be flashing. This included *Entertainment Weekly*'s Entertainer of the Decade, *Glamour*'s holiday party fashions and *Teen Vogue*'s Fashion University where celebrities teach about a fashion career. The campaign paved the way to the critical Q4 sales period and helped Canon maintain its top brand position.

See the case study at: http://www.internationalist-awards.com/intermedia-2009/canon.html



CARNIVAL CRUISE LINES submitted by MPG US

Only 18% of the U.S. population has ever taken a cruise; in fact, more Americans prefer camping. As the economic situation worsened, families were spending less money on vacations. **Carnival** recognized that people need to see the cruise experience as simply being about FUN! Carnival created "Fun Crowd" events in drive-to-port markets for people to have a blast while playing with the world's largest beach ball and piñata. All the fun was caught on film – as well as countless cell phones – to be used in commercials, marking the first time a ship was not used in TV spots. By creating "Fun for All," Carnival sailed away with the highest number of weekly bookings in the company's history during the height of the 2009 recession!





See the case study at: http://www.internationalist-awards.com/inter-media-2009/carnival.html

COUNTRIES OF ENTRIES: I TALY,

CITY OF DREAM submitted by PHD Hong Kong

City of Dreams (COD) is the newest casino development in Macau, planned as a "must experience" destination. Created by a team of world-renowned brands such as Crown, Hyatt, Hard Rock, DFS and Dragone, the casino-resort provides leisure seekers with extraordinary entertainment. China represents over 50% of Macau visitors; however, any references to gambling in advertising are prohibited. To work within such restrictions, an online promotion was created to invite users to "Live the Dream" by sharing their dreams to win amazing experiential prizes, enabling winners to experience COD in the manner of a Pop Star, Celebrity, Royalty or Model. Over 34+ countries took part in the "Live the Dream" promotion, which was instrumental in attracting daily visitors from the region.



See the case study at: http://www.internationalist-awards.com/inter-media-2009/cityofdreams.html

DETTOL submitted by Zenith Optimedia Indonesia

Dettol, a late entrant into Indonesia, has a long heritage of "Killing Germs that Cause Illnesses." However, germ killing is a lesser concern now in the soap/hand wash category as most brands are sold on beauty, freshness and fragrance. Dettol had to gain brand acceptance, grow sales and broaden a niche segment. A two-pronged goal was established: 1. Reach housewives and 2. Have experts discuss the importance of killing germs. To create a common media platform to



deliver these objectives, the DETTOL KLINIK was produced on TV as a 30-minute talk show hosted by a Celebrity Doctor with questions from a live audience and call-ins. The show caused volume growth to increase dramatically.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/dettol.html

INTEL submitted by OMD India

Intel is viewed as a company that powers computers, but few consumers recognize that it has pioneered many new technologies beyond the chip. The goal was to change the impression of Intel to a brand that invests in the future. Intel created "Innovators of Tomorrow," a first-time contest in partnership with The Times of India Group, the country's largest media company with print, TV, radio, online and Out of Home properties. The contest encouraged audiences to submit their concepts of how technology will change our future lives. Which of today's innovations would seem "normal" tomorrow? An unprecedented 23,000 entries were received, while the Top 10 ideas were published to enable online voting for a winner. Intel was clearly positioned as a "tomorrow" brand.



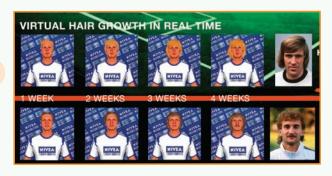
See the case study at: http://www.internationalist-awards.com/inter-media-2009/intel.html

UNITED STATES, HING KONG, INDONESIA, INDIA

SEE FULL CASE STUDIES: WWW. INTERNATIONALIST-AWARDS. COM/INTER-MEDIA-2009

NIVEA submitted by OMD Germany

NIVEA has a strong heritage in hair care, but was a late entrant into the men's hair loss category. To build a strong new brand, NIVEA wanted to show how easily their anti-hair-loss system worked. Football is a source of emotional involvement and undivided attention for men, so the football browser game, "goalunited" offered an opportunity to create a new form of in-game advertising. The NIVEA Hair Recharge Cup was a 4-week tournament that enabled



virtual players to grow hair in real time—resulting in some of the cult hairstyles of former football idols like Paul Breitner, Guenter Netzer and Carlos Valderama. Thanks to the flexibility of the medium, NIVEA could "prove" the results of using their anti-hair-loss system—in a way never done before.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/nivea.html

PEDIASURE submitted by RK Swamy Media Group, India

PediaSure is a balanced nutritional product designed to meet the needs of 2-10 year-old children. It is priced three times higher than competitive brands, but has limited advertising budgets—less than 1% share of the milk category. Research showed that 80% of Indian mothers consider their child a "picky eater" and worry that an incomplete diet may limit normal growth. This presented an opportunity for PediaSure to address mothers' concerns in a campaign called "PediaSure — Child Nutrition & You" across TV, Print, Radio and on-ground. Innovations added without cost included: content creation, brand integration, integration within soap operas, product placement in kids' reality shows, Child Nutrition and Children's Day campaigns and a Nutrition Assessment School Program. The breadth of the program caused PediaSure sales to spike dramatically.



See the case study at: http://www.internationalist-awards.com/inter-media-2009/pediasure.html

SAINSBURY'S—CAKE submitted by (Havas Sports & Entertainment) UK

UK supermarket Sainsbury's has a corporate mission of responsibility and respect for the environment. While Brits love their "cod 'n chips," the worldwide population of cod is being over-fished. As the largest UK retailer of British pollack, a sustainable, cheaper and tasty cod alternative, Sainsbury's set out to save the cod species and educate consumers. However, the pollack name became a barrier to purchase as customers were embarrassed to ask for fish that rhymes with a rude slang word. Pollack needed a new name and new image.



Since French consumers buy 80% of English pollack, the fish was renamed "colin" —

French for pollack and pronounced "colan." The renamed fish got a makeover too; colin was packaged with limited edition designs by artist Wayne Hemmingway for store standout and media interest — just as partnerships with French restaurants were forged to add "colin" to their menus. Sainsbury's scored a big win for both sustainable sourcing and commercial success.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/sainsbury.html

COUNTRIES OF ENTRIES: GERMANY,

SKELAN submitted by Starcom Philippines

Naproxen Sodium **Skelan** (220 mg), or Skelan, is a new entrant in the overthe-counter arthritis relief category, targeting sufferers aged 45 and older. The brand objective was to grow market share, but also to be relevant to local Filipinos. Nearly 90% of the population is Catholic, and as they age, they become more passionate about church activities. Filipinos are also keen on novelty songs and dances. The "Skelan Nationwide Church Invasion" was launched as a Sunday after-church dance exercise event with novelty songs



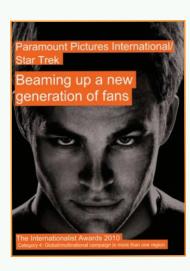
like My Joints are All Right! On-site medical consultations were available for seniors, as were Skelan samples and instructional dance CDs. Skelan market share soared, largely due to an understanding of lifestyle habits instead of simple media consumption patterns.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/skelan.html

STAR TREK submitted by Mediaedge:cia UK

The **Star Trek** franchise had suffered from a string of poor performing movies. Film-goers' perceptions needed to be changed if the new version was to succeed at the box office. Jaws had to drop with a "one hit wow" before old attitudes could kick in. Star Trek partnered with MSN to develop an innovative homepage takeover that maximized that vital one moment with the potential to captivate movie fans. Incredible graphics, awesome effects and thrilling storyline in a fully branded environment demonstrated that the film was fresh and exciting enough to overcome any expectations of a tired old franchise. Star Trek became the box office stunner of 2009, grossing \$125m across Europe, Middle East and Asia.

See the case study at: http://www.internationalist-awards.com/inter-media-2009/startrek.html



VISA submitted by RK Swamy Media Group India

Visa launched a travel pre-paid card as a cash alternative for Indian vacationers, students and business people. This was a first-t<mark>ime</mark> marketing effort, and the supporting TV com<mark>merci</mark>al was produced in Singapore, but adapted locally. It became clear that the program could not rely on the TVC alone. A character was created—a man happily doing a

u<mark>ni</mark>que dance while balancin<mark>g on t</mark>he globe—and "floated" in commercials to add recall. The "dancing man" also facilitated character integration with pop music channels, strategic placements in news channel currency updates, partnerships with travel festivals and world movie programs, and integration in cricket. Not only did the Visa Prepaid Card recall increase, but people began to dance like the character!

See the case study at: http://www.internationalist-awards.com/inter-media-2009/visa.html



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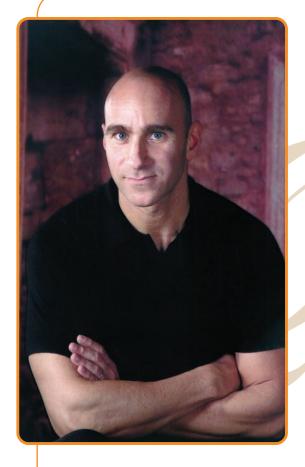












Jaime Cohen, Levi's First Worldwide **CMO** talks with Marcelo Salup

Levi Strauss & Co., the parent of such well-established global brands as Levi's® and Dockers®, is known in over 110 countries. Headquartered in San Francisco, the company was started by a Bavarian immigrant to the US named Levi Strauss over 150 years ago, and it remains privately held by descendants of the family of Mr. Strauss.

Last summer, Jaime Cohen Szulc joined the company to become Senior Vice President and Chief Marketing Officer for the Levi's® Brand. He talked to his long-time friend and colleague, Marcel Salup, about his new role.

First things first, Jaime, you are the first Worldwide CMO at Levi's. What are your big worries and objectives in 2010?

My top two worries are probably no different from the ones I would have in any newly created position at this level that require a significant amount of change: 1) continued support from top management (CEO and board) on key 'hard decisions' that will have to be made, and 2) how to 'break through' the established company culture - in this case primarily in regards to the marketing philosophy and market approach. I had the same concerns when I took over my prior company's (Kodak) COO role for the consumer digital business. Besides, people in general don't know exactly what to expect from the new group. So, defining a clear/concise vision and agenda, and communicate that clearly to the stakeholders is key.

My top priorities for the job in the long haul are to: 1) unleash the full power of the Levi's brand, 2) create a delightful consumer experience beyond the product itself for the people who interact with the brand — across all touchpoints, and 3) define the most productive balance between what is done globaly and what is done regionaly (or localy in each geography) — it is an on going battle and one that changes over time.

For 2010, and as I start in this new position, besides getting to know the category, the brand and the company culture, key priorities are to: 1) define and align across the organization the new vision and ways of working, 2) bring the right people on

board, creating the bench strength that is aligned with an effective new organization design, and 3) get some 'quick wins' that will show in practical terms to the new organization what the new vision is all about.

You've had one of the most varied backgrounds ever: from consumer goods in SC Johnson in Brazil, to photography at Kodak in Switzerland and New York, to clothing in San Francisco... let's talk about this for a moment.

What are some of the similarities you found among all these jobs and countries?

The key similarities were related to the transformational aspect of my prior jobs and to the very core managerial aspects of running a business. On the company and brand transformation standpoint, the most difficult are the challenges related to change management — how do you build something new while managing the decline of the old? As specific examples, in the case of Kodak Americas as a managing director of the region for the consumer business, it was the challenge of meeting the revenue and profitability objectives (with the film business was declining at rates of 30% plus per year) while taking digital cameras to #1 market share in the US so we would transform the brand into a digital one. In Europe, as a chairman of the region, it was to close two thirds of our facilities and shut down 95% plus of our direct



Marcelo Salup began in career on the creative side in Spain, won 2 Addies, switched to media and never looked back. He has spent 20+ years in international posts at DMB&B, McCann-Erickson and FCB where he was EVP and International Media Director. He has lived in Spain, Puerto Rico, Dominican Republic, Mexico and Argentina. Marcelo currently lives in Miami where he is CMO and Media Director at DMG Solutions.

CONTACT: msalup@hotmail.com

distribution while building a true digital operating infrastructure (which is very asset and people light). It is the fact that you are always managing a fine balance between growth and decline and how you bring people along with you keeping the best talent you have to do the job. I can say I was very fortune to have had success in doing it but I've made many mistakes and learned a lot along the way.

From the core business management standpoint, it is all about carefully chosing your very top priorities, the continous pursuit of operational excellence, putting the right people in the right jobs, and making the hard choices (it also requires a great deal of making top stakeholders comfortable with and supportive of these hard choices). There are also significant operational similarities between business within the same level of asset and distribution base and similar lifecycle and consumer purchasing cycle. I am applying a lot of my learnings from consumer electronics into apparel because of the dynamism of the market and the need to operate on short cycles/seasons.

Last, from a geographic standpoint, there is an incredible amount of common consumer insights and things anyone would strive for all over the world. Trade and consumers are becoming much more global much faster, so it is harder to get away with a different brand equity in every country or an exclusively country or regional way of operating.

What were some of the more surprising differences? I don't know if they are surprising but there are some that affected me the most on a daily basis.

From a geographic viewpoint, I would dare to say there are more operational similarities between Latin America, Asia and Europe, because of the very nature of managing a bunch of countries with a diverse set of needs. However, in the US, it is about managing a fewer number of very important channel partners so each decision carries a lot more weight and requires a lot more preparation — also because of the wider availability of data to support decisions. So, a lot of times it is about being emotionaly prepared to talk about decisions that are worth hundreds of millions of dollars and thousands of people each time. But looking outside in, I would say there is still the ongoing battle between what is important locally and what can be done globally, so the ability to make the right distinction at the right time is critical.

From a category point of view, there is a significant difference between fast moving consumer goods and consumer electronics and even apparell. For consumer electronics and apparel, consumer preferences can (and will) shift strongly from one season to another, the intrinsic value (and replacement cost) of products change drasticaly within a short period of time. In addition to that, the frequency of the appearance of substitutive technologies is much greater in consumer electronics making the ability to manage very short category lifecycles a critical success factor.

Let's invent a verb: "Iconing"

Q How do you icon a brand?

Some people may say you don't icon a brand. I'd say you can icon a brand by 'iconing' what that brand stands for, inventing a new way in which people never thought about that problem. However, in my view, for a brand to become an icon, it has to have passed the test of time for which it is present in the minds and hearts of consumers.

What makes Levi's such an appropriate iconic brand?

Levi's invented Jeans. For the longest time the brand has represented "the embodiment of the energy and events of our times", according to Bob Haas, one of the company owners and a board member. There's a book which has a quote/question which says something like "are you Lenim or Levi's" because of the strong association of Levi's with the western ideals of freedom and democracy. For a while, in many geographies Levi's was associated with "rebel" and therefore parents would prohibit their children from wearing it.

SC Johnson, Kodak, now Levi's... they are all truly international brands.

What mechanisms have you either put in place or found useful to achieve that worldwide integration? What mechanisms or practices have you discarded along the way?

One key thing I learned from P&G was how to structure my thought process and make the best use of facts. So, I continuously apply this everywhere I go. It is very important to separate what can be accomplished by facts and get engagement around it and then discuss "judgement" separately. Work around the things that are similar vs the ones that are different is key. Other important mechanisms relate to the ability to identify those core, universal insights that cross borders — this relates to having people who can think globally. But I have to say a lot relates to a leap of faith and top management alignment around what has to be global and clearly and consistently communicating why this is important and makes sense for the whole company and for each of the people in it.

I have disgarded all attempts to significantly alter company efforts to bring people who will not change their minds on board. You have to identify who's in and who's out and take action. You can change people who are on top of the wall but not those who simply don't believe in the concept.

Do you try to have exactly the same brand all over the world or do you also allow for national differences?

I believe in a global "umbrella" of what the brand is and what it fundamently represents (and what it doesn't). The rest, you have to leave room for local creativity and innovation. I firmly believe in clearly defining strategic roles (for categories, geographies, people) and on the ability to test, learn, and scale rapidly. We dont need to have the exact same store furniture in Moscow and Sao Paulop but the look and feel and the in-store experience should be compatible.

Do you use the same agency for all platforms? (Mass media, new media, digital...) How about internationally? Do you use the same agency all over the world? ve you discarded along the way?

Currently no. But more and more we see a lot of agency consolidation across platforms (eg Publicis acquisition of Razorfish). In my view, the difficult part is that those agencies have a lot of work to do to operate as a single entity before companies like ours feel comfortable

considering giving it all to one umbrella agency.

Ultimately, most of what makes a company great, from R&D to design to marketing, boils down to the people who create and carry out their part of the vision.

What sets of skills do you find transferable from industry to industry and country to country?

Ability to quickly adapt to new realities, not to be afraid of making hard choices and to deal with complex and ambiguous situations. Besides of course, being able to continuously navigate between the forest and the trees.

What do you look for in your international hires?

Besides the qualities above, I now look for the level of comfort to communicate cross boarders and the level of flexibility (know when to lead and when to folow).

Finally, we now have dozens of different channels that we can use to communicate with our customers...

Are there three to five key trends that you see will affect marketing and communications in 2010 and 11? Something that will affect the "here and now"?

- 1) Digital is here to stay as we all know.
- 2) No matter the size of the company, it is about consumer engagement and advocacy pull vs push. It is about a cause and not only a promised land that the brand will deliver if you use it
- 3) Integration across the touchpoints (with a proper startegic role for each) vs fragmented messages
- 4) It's all about the consumer experience across every touchpoint

What should international marketers be aware of right now?

Change is the norm.

SHADES OF GREEN



Adnan Brankovic

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Is sustainability perceived by some companies as a barrier while to others as a new point of entry? Typically, the biggest barrier to entry is cost. Companies find that turning their value chain green effects their bottom line and thus makes their businesses less profitable. Companies, especially in economic downturns, find it unjustifiable to make any investments, especially the ones that are supposed to protect the environment and not their bottom lines.

For other companies sustainability means efficiency (i.e. cost savings) and an opportunity to foster innovations. Andrew Winston, an expert in the sustainability field, even argues that the companies that recognize sustainability as a core of their business process will be the only ones that will survive in the long term.

What is the cost side of sustainability? Is there a relationship between the right price in order to see the benefits of green value? Unfortunately, costs are typically viewed as resources that companies would need to allocate to services and products. However, this definition of cost does not take into account the opportunity costs of not having a sustainable value chain and externalities that result from having a business in the first place.

The cost of diversifying a company's source of energy to alternative and traditional energy might be very expensive investment when viewed from cash perspective, but this cost is dwarfed by the risk that can result from not having a flexible energy source. For example if a barrel of gas rises to \$300 (which we learned is very realistic) the cots of energy would tremendous. Investing in more sustainable energy sources in the short term would benefit the business in the long term, despite the initial costs.

Externalities or hidden costs can be enormous as well. Green house emission, polluting environment or outsourcing labor have costs that affect the society as a whole. Loss of natural habitat, health costs to individuals and the government costs to regulate and subsidize industries currently are not part of companies' balance sheets. However, the effect of these costs can be significant in the long term (i.e. higher taxation, more expensive resources, loss of market, etc).



Generation Y (ages 19-33) is considered the most green oriented generation the world has yet seen. Why this generation? Mainly because they're the most environmentally and ecologically informed generation we've seen, especially the younger ones. In many schools and universities, the topic is already part of their curriculum. Some campuses are even beginning to offer Eco-friendly housing options for students. I think another big contributor is that Gen-Y has inherited a world they feel was highly mismanaged by their parents and they're determined to turn things around.

Describe the green mindset and corresponding behavior of Gen Y consumers. Here is where a lot of the controversy on the viability of green related products and services come up. There are different mindsets that vary across generations. Gen-Y characteristically are highly motivated to live environmentally responsible lives while at the same time, they're one of the hardest hit groups by the recession with the lack in jobs and tightened financial support from their parents. That said they have a firm grasp of how the idea of Reduce, Reuse and Recycle can help them save.



CPG brands have invested a lot of capital into green-focused product lines. Unfortunately, many of these Gen-Y consumers they're going for don't have the cash to go green. As a result, they're looking for brands to do this for them. By purchasing a brand that serves a greater purpose this feeds into what is sometimes referred to as an Eco Ego in which consumers compete with one another on how green they are and ultimately how socially responsible they are.

Brands are finding that by providing them with built in social capital in their purchases, for instance supporting an environmental cause or practicing sustainable growing, it goes a long way so long way. I also think it's important to understand that, Gen-Y consumers have highly intimate relationships with the brands they buy. They want the brands values to mimic that of their own. The green mindset has proven its staying power even through the recession and I don't believe this cost-saving mentality will disappear anytime soon. It didn't with the WWII generation. Companies will need to continue focusing on transparency, trust and value if they want people to buy into their products at the checkout counter.

Can you provide examples of brands with the right message? (i.e. brands that resonate best with these consumers) Here is where a lot of the controversy on the viability of green related products and services come up. There are different mindsets that vary across generations. Gen-Y characteristically are highly motivated to live environmentally responsible lives while at the same time, they're one of the hardest hit groups by the recession with the lack in jobs and tightened financial support from their parents. That said they have a firm grasp of how the idea of Reduce, Reuse and Recycle can help them save.

What kind of media environment makes sense or reaching this green **conscious genY-yer?** I think any type of sustainability effort needs to be rolled up into your overarching strategy to some degree otherwise it appears as an isolated effort. You need to show your brand is thinking and acting green at the same time. Social media makes sense in that it provides a platform for consumers to voice their opinions. Gen-Y seek instant gratification and they want information on how they can make an immediate impact. Social lends very well in delivering this. Taking into account the success of social gaming I'd be interested to see how cause-related themes do in that area.

How is social media best used by brands to connect with Gen Y? The nature of the medium is great for brands who want to highlight what they're doing in the space or diffuse myths. It's also a great tool for mobilization on a global level and environmental responsibility is an issue that touches everyone regardless of nationality.

Will a green message resonate differently with Gen Xers or Baby Boomers? Or is it the media environment that changes? As with any campaign, the media and the messaging need to be closely aligned to fit each audience's mindsets and behaviors. When it comes to responding to green messaging, boomers often take a different viewpoint on green purchases in that they tend to be a little more skeptical so they can be more difficult to persuade whereas Gen-X are more informed. So long as you demonstrate the costbenefits and overall value of the product the message should resonate the same then it comes down to smart media placements in topically relevant media environments.



Neil Carty Supervisor-Strategy, Initiative **New York** Neil.carty@us.initiative.com

How Online is Changing the

Insight is key to informing business decisions and for creating a competitive advantage; however it seems that companies are not using the data they have available to them very well. In fact, according to 2009 research by the Economist Intelligence Unit, only 3% of business leaders describe their companies as experts in using business data to drive better decisions. Marketing and sales departments should be patting themselves on the back though as the same research suggests that they produce the best business insight.



Hanne Tuomisto-Inch hails from Helsinki, and is the Online Communications Director at Banner, London. She was recently named a 2007 Agency Innovator by this magazine. Hanne Tuomisto-Inch can be contacted at: hanne.tuomisto-inch@b1.com

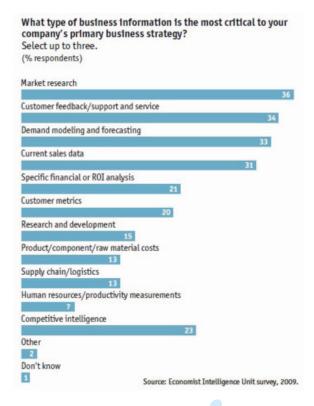
From an agency perspective, there are four key online-driven trends that are changing the way we use research in the marketing discipline. The first one is obvious: more and more research is moving online due to the faster and more cost-effective methods available. Telephone and face-to-face methods are often being replaced by online panel or community based research. The second trend is more interesting: we are seeing real-time insight becoming the norm. The days of conducting research on a quarterly basis is being complemented or even replaced by the ability to tap into the pulse of the customers on an on-demand basis. Brand sentiment is best gauged online, whether by simply monitoring discussions about your company or competitors by Google Alerts or more sophisticated social media monitoring tools like Radian6. They allow companies to proactively join discussions and tackle potential issues before they implode. To make the community research even more applicable especially in niche audiences, some companies are

setting up their own online marker research communities, with the help of companies like Communispace and Passenger. Another interesting example of "real-time" research is in the customer segmentation area: traditional research can be complemented by research about the demographics of your competitors' (or own) customer base based on the audience profile of the website visitors. Tools like Comscore and Hitwise can be used for audience segmentation (albeit they have their downsides, such as limited multicountry data). And we shouldn't forget to mention Google of course their Trends tools help us get a realtime gauge into the market potential for our products or market share compared to competitors based on the volume of searches being conducted.

The third trend is the addition of implicit to explicit data. Let me explain: our insight has been driven in the past by how people have answered questions we have posed to them, often in artificial environments. Now we are adding

MSK

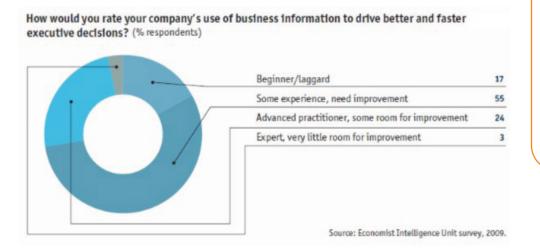
Face of Research



Which areas of your business produce the best business insight? Select one. (% respondents) Sales and marketing Strategic planning/strategy formulation Finance **Operations** Customer support and service Research and product/service development Supply chain management/logistics Managing talent/HR Source: Economist Intelligence Unit survey, 2009.

insight based on digital body language: companies are tracking their prospects' and customers' activities on their website and email communications, linking their actions to lead scoring, nurturing and sales force automation systems.

The final trend is born out of the others: multiplication of the research sources and data that companies can and should be tracking has given rise to the increased need for analysis. The aim is to simplify the reams of data into actionable business insights that can be illustrated in dashboards for the senior management. At the moment, I see no end to the growth in data and need for analytics professionals; the challenge to marketing and market research professionals is to update the way they use the online opportunities for insight.





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It's never easy to move offices, but Huson International Media needed to expand both their New York and San Francisco operations. And they managed to make both moves in the same week! (Their New York Empire State Building location provides a spectacular downtown view.) Immediately after the move-ins, they decided that "expansion parties" would be in order. (We're not sure if they're celebrating growth or the fact that the moving part is now behind them!)

- 1 David Steifman and Ralph Lockwood, both Huson International Media.
- 3 James Wilson, Readers' Digest; Samantha Rady, Huson International Media

- 6 Sandra Orengo, Huson International Media and Jocelin-Louise Engel, OMD.
- 8 Monique Lemus and Gillian Rosaly—both The Media Kitchen and Dustin Guzowski and Michael Andrews—both Huson International Media.



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THE TIMES



NEW YORK CELEBRATES MAD MEN!

The hit TV show about the rise of Madison Avenue in the late 50s/early 60s was the theme of the IAA-New York Chapter's Winter Ball. Just as ad men tried to understand what consumers wanted, cultures clashed as classic entertainers like Frank Sinatra met The Beatles. Martinis flowed, (candy) cigarettes were on every table... and high fashion was in style.

All photo identifications from left:

- 1 The IAA's Jill Cohen is surrounded by some top entertainers of the 1950's—impersonators of Sammy Davis, Jr., Frank Sinatra, Marilyn Monroe and Dean Martin.
- 2 Alex Clemente, Harvard Business Review.
- 3 Max Raven, CNN International.
- 4 Tom Hadlock, Seiter & Miller and Eleanor Dixson-Hobbs, Businessweek.
- 5 Barbara Basney, IBM.
- 6 Jonathan Howlett, BBC World News.
- 7 Trevor Fellows, Bloomberg.
- 8 John Moncure, The Financial Times and Steve Bloom, Zenith.
- 9 Gretchen Parks, Citibank and Jack Ready, The Wall Street Journal.
- 10 Ed Hughes, Mindshare.
- 11 Erik Fidel, CNN International and Rhona Murphy, Newsweek.
- 12 Catherine Merchant-Jones, Prudential.
- 13 Mike Piluso, OMG.
- 14 Tom Brookbanks and Eammon Store both Mediaedge:cia.
- 15 Neil Carty, Intiative; Mike Paradiso and Ilene Patrizzio—both CA; Adnan Brankovic, Initiative.
- 16 Kristina Fair, Beyond Interactive and Andrew Fair, Ogilvy.
- 17 Tim Hart, The Financial Times.
- 18 Carolyn Gibson, BBC World News and Ben Jankowski, OMD.
- 19 Tim Mickelborough, ThomsonReuters and Kate McVeigh, CNN International
- 20 Caitlin Crawford, The Wall Street Journal

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GDA CONNECTS WITH LATIN AMERICA IN CORAL GABLES

Whether it's the Cuban coffee or the quality of the breakfast speaker, Miami's Versailles Breakfast Club is appealing to the marketing and business community with interests in both South Florida and Latin America. Started by Bob Oliva of the Godoy Oliva Group and Dan Austin or ReMARKETING, the monthly gathering at the famous Calle Ocho spot in Little Havana is growing — both in attendance and importance. Alberto Ibarguen, CEO Knight Foundation, talked about the future of media through the world.

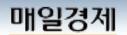
All photo identifications from left:

- 1 Carolina Rivera, Televisa; Amelie Ferro, Publicitas/Charney Palacios and Gervasio Marques, La Nación, Argentina.
- 2 Jose Costa, Coast IMG and Tom Collinger, The Medill School—Northwestern University.
- 3 Frederico Molins, El País, Paraguay.
- 4 Carlos Jimenez, Tendencias Digitales and Juan Jose Duffoo, El Comericio, Peru.
- 5 Fernando Mariano and Fernanda Mariano—both Multimedia USA, Inc.
- 6 Carolina Quiceno, Publicitas/Charney Palacios and Juan David Pinzon, Ariadna.
- 7 Jimena Urquijo, TGI-Latin America and Bob Oliva, Godoy Oliva Group.
- 8 Anders Szkolnik and Joel Barry—both Latin Medios.
- 9 Andrew Stewart, Worldmedia; Egidia Contereras, Alamo and Susan Heeren, Worldmedia.
- 10 Paul Meyer, Publicitas/Charney Palacios and Jose Luis Ruíz, Oracle.
- 11 Guido Conterno, GDA.
- 12 Tom Coughlin, TC Media.
- 13 Anders Roberto Massiff, El Mercurio, Chile and Myriam Milgrom, Publicitas/Charney Palacios.

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











Here Come the Phillies

Gentrification. The idea stirs strong dissenting voices and opinions, and nowhere more than Philadelphia, a city of brotherly contrasts. While sections of this oldest of American cities have been in accelerating decline for a generation, the decay has provided fertile ground for artistic rebirth, ushering in a lopsided reform built on collegiate ambition sprouting from the city's academic roots. Sure, the US recession has stunted commercial development, but young Phillies are taking matters into their own hands to reinvent a city in their own image.

Arrivals

The home of Amtrak and the historic Pennsylvania railroad, Philadelphia is best served by rail links ushering commuters between the DC – New York mainline. The city is dense enough that the visitor arriving by air or rail can get by using taxis, but renting a car is probably a good idea. Crumbling infrastructure on choked freeways are the rule for the auto, so make sure you have axle insurance. For adventurers, innovative bike usage plans and the Philadelphia Car Share program are slowly providing new options. The subway is ancient and decrepid, avoided if at all possible. Ditto the buses.

Accommodation

Philadelphia is often described geographically — with Center City the home to a surprisingly mixed residential/commercial core, West Philly a hipster hotzone, South and East less popular, and North lending itself toward classic Suburbia. The city suffers from a surprising and refreshing lack of boutique hotels — the **Barclay** for fancier types being the main choice. The Westin is nice for business, and the new Palomar provides a combination of good location and suitable service. For the cultural junkie, may we recommend bed & breakfast concepts such as The Gables, a lovely example of preservation in the city that reeks of neighborhood revitalization.

Dining

Village Whisky and **Tinto** are icons due to the success of Iron Chef Jose Garce, but

the heart and soul of the city is found in simple places like **Ants Pants** — great for breakfast, or **John's Roast Pork** — a fun casual dinner spot.

For brunch, **Redding terminal** in **City** Center offers an outstanding selection of stalls and food service spots selling everything you can imagine — from pig trotters to donuts — with many products from Amish farmers based in adjacent Lancaster county. Those Amish know what they're doing: the pecan sticky buns are not to be missed — nor are the salty pretzels. This is also a great place to sample a famous local delicacy — the Philly cheesesteak. Debates rage about the best overall location for a cheesesteak, but Pats and Gino's and Tony Luke's are both often mentioned. Very brotherly, these cheesesteak joints.

Entertainment

Like many a US city, the core of Philadelphia can feel like a war between localized blight and drunken youth imported for a semester. Universities like UPenn, Drexel and Temple supply a steady stream of partygoers for the popular bars along South Street — featuring typical music and prices for the genre. Others prefer a harder edge, and seek out the various punk concerts and private houses that have nurtured talent. Why not catch a punk concert at the historic Victorian Trocadero theater, or hang with the hipsters at Fiume — above an Ethiopian restaurant? For the Irish, we present McGlinchy's, a low brow mecca.

Activities

A thoroughly modern way to explore the sights of Philadelphia and to take in the hipster culture that permeates the regeneration of the city is a classic Monumental Bike Tour — a combination of friends, bicycles and bars — all provided on a circuit that intersperses notable attractions like the Philadelphia Free Library (the nation's first) and Benjamin Franklin's house, with a dastardly combination of bars and pubs. Pick up your bike at **Trophy Bikes** and proceed to Society Hill, the Liberty Bell and Love Park. While drinking and riding may have its dangers, the combination of a sunny day, wheeled transportation and a list of the city's watering holes never fails to impress. Such a route begins at McGillans Ale House, Eulogy or 12 Steps Down and will finish with nostalgic opinions about the founding of the nation as you sway and swivel at Bob & Barbaras, "the diviest of the dive bars" in a city built on dive bars.

When its all over, you'll have walking and riding impressions of a city that refuses to give up its spark. From culinary adventures to a preponderance of neighborhood dog parks, the Phillies are turning shabby into chic — on their own terms. Its refreshingly authentic. As they say. 'Philly just has heart'.

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



6th Annual

Thursday April 15th, 2010

Time Warner Center NYC

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- 3. Panel Discussion: The World Cup 2010 Africa Takes Center Stage
- 4. Luncheon Keynote: The New Normal the New Expression
- 5. Panel Discussion: Fresh Ideas from the Next Wave of Global Brands
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