

the internationalist

2021 | 1

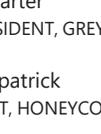
What's on the Minds of Marketers?
Sir Martin Sorrell Looks Ahead
Forecasters Anticipate 2021's Trends
The Future of Business Travel

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ABOUT THE INTERNATIONALIST

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



Build Back Better

If the world has a mantra after a year of interrupted lives and livelihoods, it is certainly "Build Back Better." While 2021 offers a glimpse of optimism, many fundamentals have changed as we push forward in an accelerated digital world. Without question, COVID-19, economic uncertainty, continued social concerns, and worries about the planet will shape the road ahead.

Marketers have a huge role to play as we all reorganize for what's next. Returning to how things used to be done, simply will not work. It's like assuming that the disease-fighting practices of the past will prevent the next pandemic when we now have access to contemporary data management and analytics, genome and DNA sequencing methods, and proof that public-private sector collaboration and innovation can work. Without question, the role of marketing is also transforming to reflect the increased responsibilities of business as we see a profound change in the connections between brands and society.

Living in a largely remote world has not only caused all of us to ask where we want to be, but more significantly, who we want to be, and how we want to live and how we hope to treat both our fellow human beings and the planet.

*Perhaps we are now experiencing a new **humanization of business**. Increasingly, people are also choosing to transact with those companies and products whose values resonate on a very human level-- whether that translates to denying excess, advocating sustainability, ensuring jobs, or aiming to do some form of social good. People want to live with more meaning-- rather than just more-- and to feel they are part of making a difference in an incredibly stressful world.*

In this issue of the Internationalist magazine, we look ahead through the lens of industry leaders, futurists, and prognosticators. From client-agency relationships to the future of business travel, we hope that some of the perspectives can help inform your own evolving points of view.

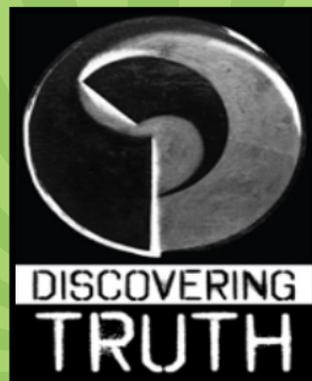
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for and by international
advertising, marketing,
and media professionals

BRILLIANT, TIMELY PODCAST.



“Never has the concept of ‘truth’ been so challenged. This series provides practical advice on how to distinguish truth from fiction.” — John Pepper, Former Chairman P&G and Disney

“Tim Love’s good and noble effort, sorely needed in this day and age. Give this series a listen and learn more.” — Steve Pacheco, President & CEO American Advertising Federation

“Truthfulness is the foundation on which human relationships are built. Now more needed than ever.” — Paul Polman, Co-founder & Chair IMAGINE, Former CEO Unilever

“This comes at a critical time when social media is relied upon more than ever, but is full of lies, hate and fake news that result in political, as well as commercial injury.” — Wally Snyder, Executive Director, Institute for Advertising Ethics

This series of 30 episodes examines the difficulty of determining truth in a Twitter-World of heightened social media information, big data, fake news, foreign propaganda, hacks and lies. Top communications professionals discuss influences of new communication technologies and provide useful suggestions to better determine truth.



Growth in 2021 through New Technologies, while Balancing Purpose and New Demands for Data

TODAY'S MARKETERS face a long list of urgent priorities that are not only challenging, but often require new thinking and expanded skills. We have all experienced accelerated digital transformation that has affected how we work, how we interact with each other, how we consume media, and how we relate to brands. While we intuitively understand that a crisis can spark innovation or refresh our views of what matters most to people, the marketing industry continues to navigate amid the uncertainty of an ongoing pandemic to meaningfully express brand values and corporate messages that resonate on many levels—all while they try to understand new consumer sentiment.

When asked to choose which marketing issues matter most in 2021, marketers put BRAND GROWTH and TECHNOLOGY equally at the top of their lists. Interestingly, EFFECTIVENESS and PURPOSEFUL MARKETING scored high, as did gaining new CONSUMER INSIGHTS. **SEE CHART BELOW.**

Please check AS MANY of these 20 topics that currently matter to you-- the ones at the top of your 2021 agenda.

Check ALL those statements that represent what purpose means now:

BRAND GROWTH: Overcoming the Economics of a Pandemic and shifting to an increasingly Direct-to-Consumer Society.	60.8%
TECHNOLOGY & MARKETING: No part of marketing or the customer value chain has been left untouched by technology. What technologies matter most now?	60.8%
EFFECTIVENESS & MEASUREMENT: Are New ROI or ROAS standards emerging?	56.5%
PURPOSEFUL MARKETING: Assuring that Brand Actions Align with Stated Brand Visions.	52.1%
CONSUMER INSIGHTS: Gaining deeper understanding and richer profiling via Advanced Consumer Intelligence methods.	47.8%
DATA: Succeeding in a Maturing Data Economy to Maximize Better Outcomes amid New Legislation through the World.	43.4%
MEDIA CHANGE: Keeping up with the New and Noteworthy-- from Micro-moments to Mass Audiences.	43.4%

Continued »

CUSTOMER CENTRICITY in the EXPERIENCE ECONOMY: Putting Human Experience at the Center of how Brands Connect Emotionally, as Brand Value is increasingly gauged on the quality of an experience.	39.1 %
SUSTAINABLE FUTURE: People are holding businesses accountable for their actions around sustainability as “self” interest is becoming “world” interest.	39.1 %
RE-INVENTING E-COMMERCE: Tracking innovations in retail technology to enhance the consumer journey and grow eCommerce opportunities.	34.7 %
TRANSPARENCY: Understanding the latest developments with an eye to Building Trust in a Complex Media Ecosystem, while Eliminating Fraud.	34.7 %
The RE-DEFINITION & EVOLUTION OF THE CMO: From Voice of the Brand to Digital Visionary, Experience Leader, Data Expert, Customer Owner and Growth Driver.	34.7 %
LEGAL DIVIDE: Can Privacy and Personalization Co-exist?	30.4 %
CREATIVITY NOW: New Concepts of “Campaigns” and Data-Driven Ideas that are Changing Trends and Tastes	26.0 %
COVID REASSESSMENT: Transformation to more remote offerings, while recognizing customer challenges.	26.0 %
BRAND SAFETY & RISK: Protecting your Image and Values when CONTEXT matters as much as CONTENT.	26.0 %
STAKEHOLDER CAPITALISM: Finding new marketing means of responding to current social issues and tensions.	17.3 %
AI-GUIDED WORLD: How Artificial Intelligence will help tailor a customized experience in the customer decision journey.	17.3 %
NEW CONTENT PERSPECTIVES: The Art and Science of Brand Storytelling, while using content to create an experience.	13.0 %
CHANGING AGENCY, CONSULTING & IN-HOUSE ROLES: New Possibilities for Collaborative Partnerships across a Range of Specialized Talent.	8.6 %

Without question, the explosion of data and advances in digital technology will continue to transform every business on the planet. While it is easier for marketers to now deliver customized content and tailored advertising at scale, in an omnipresent pandemic, many are grappling to find meaningful ways to directly connect with customers and satisfy new performance models. One respondent commented: “We are seeing a massive shift to addressability and personalization made possible by data.... showing this approach can increase ROAS by +50%! This macro topic combines many of the above: media change, effectiveness, data, technology/marketing aka ‘martech’, and brand growth.”

The Internationalist conducted a survey in January 2021, as part of our **Internationalist INSIGHTS Survey series**, among marketers worldwide to examine which marketing issues matter most to them this year. These results help to shape The Internationalist’s content, think tanks and initiatives around marketers’ core concerns.

And while top agenda issues are significantly important, shifting marketing priorities also underscore how a year like 2020 has affected the ways marketers now view their roles. Certainly, there is a new urgency. More than half of those surveyed (56.5%) agreed that “Innovation is not enough. The speed of innovation is extremely important now.” One respondent admitted, “Big advertisers don’t move fast enough, and as a result, the industry doesn’t move fast enough to successfully evolve.” An equal number also granted that “Understanding changing consumer behavior is now a priority.” **SEE CHART BELOW**

How have the events of 2020 changed your marketing priorities? Please check ALL statements that are relevant to your work.

Innovation is not enough. The speed of innovation is now extremely important.	56.5%
Understanding changing Consumer Behavior is now a priority.	56.5%
Continued Digital Transformation is an urgent concern.	47.8%
Both Revenue Growth and Cost Reductions are important at this time.	43.4%
Customer Commitment matters more than ever as we aim to be more helpful and more relevant.	43.4%

Continued »

Data: How we Source, Organize and Utilize Data is now key to our Marketing efforts.	39.1%
We are now considering the Lifetime value of a customer.	39.1%
We are looking deeply at our PURPOSE to better express our role in society.	34.7%
We are committed to adapting faster and planning for contingencies.	30.4%
Increasing the Collaboration among Departments is more significant than ever before.	30.4%
We aspire to improve our Digital Customer Experience.	21.7%
We are exploring “Brand Activism” in support of social and environmental issues.	8.6%

Interestingly, this year’s study results also reflect a remarkable outpouring of candid personal comments and a new level of introspection. Many respondents admitted to having various concerns about “trust”—whether that pointed to transparency in media or restoring the erosion of consumer trust. Others talked about worries regarding increased regulation, particularly in the data and privacy arena, while many expressed an anxiety about the evolution of media—both online and offline. Most survey participants admitted to a clear focus on increasing market share, saving costs, or being able to grow ROI and demonstrate it to shareholders.

This **Internationalist INSIGHTS** survey provides a snapshot of views among the marketing community worldwide. The respondent base for this survey was truly international in nature with 37.5% indicating that they have global responsibility for their brands. All regions of the world were represented by the survey participants. Those with responsibility for the Americas represent 41.6% of respondents, Asia Pacific 8.2%; Europe 8.3%, and Middle East/Africa 4.1%.

TRENDSETTERS

Sir Martin Sorrell Looks Ahead as Marketers & Agencies Continue to Face Accelerated Change

Sir Martin Sorrell's success has always been built on anticipating what's next (and what's profitable) for an advertising industry that must continually reinvent itself to stay relevant to the needs of marketers as they interact with ever-evolving consumer expectations. COVID-19 has not only changed the nature of work, but it has also shifted corporate attitudes about what matters most now.

The Internationalist Trendsetters is written by Deborah Malone, founder of The Internationalist.



Sir Martin Sorrell

Sorrell's company, S4 Capital (SFOR on the London Stock Exchange), has had quite a year—not only with increased revenues, profits, and headcount, but also with seven acquisitions to date since the first COVID-19 lockdown began in March. This includes two US companies in early January 2021: integrated media agency Decoded Advertising, which will combine with the group's creative digital content production company, MediaMonks, to expand its content practice, and marketing agency Metric Theory to join with the data and digital media consultancy, MightyHive.

News of Decoded and Metric Theory joining S4 came as much of the apprehension surrounding the Brexit process has lifted. The digital advertising and marketing services company plans to not only deploy its "new age" model in Europe, but in the Americas, Asia-Pacific, Africa, and the Middle East.

To hear more from Sir Martin Sorrell, tune in to our Trendsetters podcast as he talks about his views of the advertising and marketing business, new geographic balances, and what's ahead for an industry that needs to validate growth. [CLICK HERE.](#)



In our conversation, we discuss the following:

- Whether the model of S4 has changed amid the COVID crisis or taken on new meaning.
- A discussion about how first-party data, digital content, and digital media planning and buying are at the core of today's marketing requirements.
- A look at where growth will accelerate in the various regions of the world.
- Why agencies must change, but also how marketers should adjust in their thinking and their actions
- What's ahead for S4 Capital?

Sir Martin Sorrell was CEO of WPP for 33 years, building it from a £1 million "shell" company in 1985 into the world's largest advertising and marketing services company, with a market capitalization of over £16 billion, revenues of over £15 billion, profits of approximately £2 billion and over 200,000 people in 113 countries.

Prior to WPP, he was Group Financial Director of Saatchi & Saatchi Company plc for 9 years. His first role was at James Gulliver, Mark McCormack and Glendinning Associate.

Sir Martin Sorrell supports several leading business schools and universities, including his alma mater, Harvard Business School and Cambridge University, as well as and a number of charities, including his family foundation.

Two High-Profile Forecasters Anticipate What 2021 will Mean for Advertising, Marketing & Media



Jonathan Barnard

Jonathan Barnard, Head of Forecasting and Global Intelligence at Zenith, and **Brian Wieser**, Global President of Business Intelligence for GroupM, have been in the business of advertising forecasting, intelligence and trend watching for an exceptionally long time. Given their experience through numerous financial swings and business precedents, few are more likely to aptly guide the industry after a year like 2020. Jonathan joins us from London, while Brian joins us from Portland... and despite the number of time zones in between, they agree on potential outcomes for several macro issues, but often differ somewhat on a variety of specific industry concerns going forward.



Brian Wieser

Both have deep understanding of economic and industry dynamics, consumer behaviors, media partners and technology platforms. Jonathan Barnard is Head of Forecasting and Director of Global Intelligence at Zenith, the ROI Agency, where he is responsible for developing market-leading insight, analysis and thought leadership, while coordinating a global network of experts. He is a 25-year veteran of Zenith.

Brian Wieser, a high-profile analyst of the marketing and media industries, joined WPP media-agency conglomerate GroupM

as Global President of Business Intelligence in February 2019. Prior to GroupM, he was a senior analyst at Pivotal Research Group. Earlier roles included Executive Vice President and Global Director of Forecasting for Interpublic Group of Cos.' Magna Global and an investment banker at Lehman Brothers.

To hear more from both Jonathan and Brian about their forecasts for 2021, tune in to our Trendsetters podcast as they talk about changes to come and how this year is shaping up to be quite different than last year—*fortunately!*

[CLICK HERE.](#)

the internationalist
TRENDSETTERS

Marketers *Reshaping* the Future of Marketing

TRENDSETTERS: Two High-Profile Forecasters Anticipate What 2021 will Mean for Advertising, Marketing & Media

In our conversation, we discuss the following:

- The value of forecasting now, particularly as we leave behind a year like 2020.
- The surprises of 2020—in terms of growth areas or unanticipated resilience.
- One word (or phrase) that characterizes the coming year.
- Countries that will be a bellwether for recovery.
- What digital media growth means for eCommerce, as well as performance-based marketing, rather than brand building.
- When ad spending will reach or surpass pre-pandemic levels.

For some key video highlights of our discussion, [CLICK HERE](#).



Wavemaker's Whitney Fishman Shares How Trends at CES will Affect Marketers



Whitney Fishman Zember

Whitney Fishman Zember has been helping brands and businesses understand media and communication trends, as well as technology-driven consumer-based insights, for over fifteen years. As Managing Partner, Innovation & Consumer Technology at Wavemaker US, she uncovers opportunities to harness technology to connect marketers with audiences in new and meaningful ways. Her ability to spot trends is second to none, and she has been tracking developments at CES for years. Whitney's perspectives are always eye-opening.

Certainly, the COVID-19 has affected the CES Show, as well as the applications for technology (or pandemic tech) in a changed world. Yet, Whitney Fishman is always extremely clear that marketers should go "inward before outward." Human goals should matter to brands more than simply finding new ways to incorporate technology. She's also able to use insights and humor when characterizing some her CES takeaways—from "Digitalizing Dullness" to Untethered Living."

To hear more from Whitney Fishman Zember, tune in to our Trendsetters podcast as she talks about her insights for brands as they seek to drive relevant innovation

[CLICK HERE.](#)



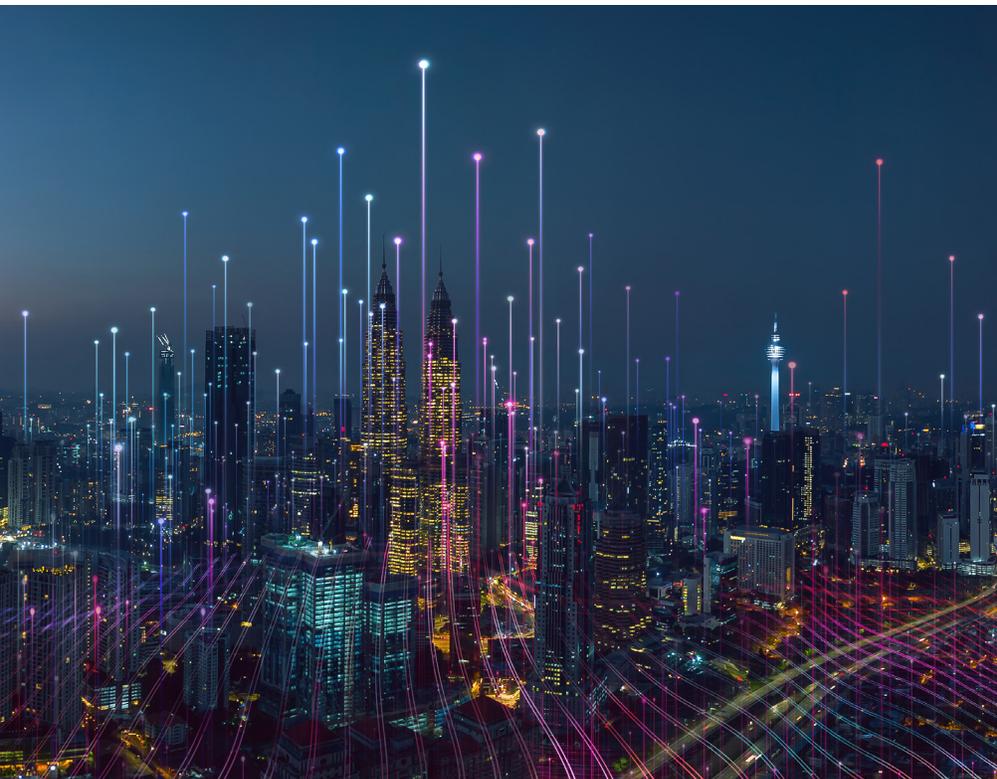
In our conversation, we discuss the following:

- The difference between this first virtual CES and past shows. Any benefits or new processes of discovery in a cyber version of the convention?
- Top trending areas that offered the greatest potential to marketing.
- Five future technologies that marketers should better understand now.
- Is 2020's acceleration into remote work and a greater reliance on digital and eCommerce a watershed for how we will all use and understand technology from now on?

Whitney Fishman Zember currently works across high-profile brands such as Church & Dwight, Colgate-Palmolive, IKEA, L'Oréal and Tiffany & Co, where she drives innovation conversations within the areas of artificial intelligence, virtual reality, augmented reality, commerce, blockchain and more. Named a 2016 Innovator of the Year by the Internationalist, her ability to spot trends has brought tremendous value to the agency's thought leadership, content, and event programming as she shares best practices and ongoing opportunities for driving growth.

Whitney's natural curiosity, passion and dynamism makes her a trusted voice on technology's impact on marketing and advertising to the industry at large, and she is also part of Forbes' 2013 Class of 30 under 30 Honorees.

Whitney's previous experience includes positions at MediaVest, where she launched MediaVest's agency-dedicated, client-facing consultancy providing consumer trends and insights to national and multinational clients, and at Buzz Marketing Group, leading planning, research and execution of viral and online marketing campaigns nationwide. Whitney also co-founded an independent music label specializing in artist relations, public relations, and marketing at age 19.



Doug Wood Looks at 2021 Advertising Legal Issues on the Minds of Marketers



Doug Wood

Ask **Doug Wood** what’s on the minds of marketers as they consider advertising legal concerns in 2021, and his answer outlines a broad range of critical topics. He says, “The evergreen subjects – media transparency, privacy, data security, ad taxes, and efforts to regulate the influence of the big digital platforms will continue to be in the top ten. As we move forward, commercial production post-COVID will garner a lot of attention as precautions adopted to address the pandemic may become norms and add costs. Digital fraud will also come to the forefront, as well as brand safety. MRC certification efforts will expand; GARM will move forward, and the ANA will make strides in MarTech oversight. As we’ve seen in the past few years, we can expect brands to continue asserting their clout in the industry.”

Doug Wood is a Senior Counsel at Reed Smith and a member of the firm’s Entertainment and Media Group, as well as the Advertising and Marketing Law team. He has more than 40 years’ experience representing the entertainment and media industries, including individuals and multinational companies, in advertising, marketing, promotions, unfair competition, intellectual property, and

e-commerce matters.

He is particularly passionate about media transparency and advocates an industry standard contract template to address such issues. He says, “Media transparency is more important than ever. The waste in digital is astounding. If the prognosticators are correct that more and more media will adopt programmatic buying at some level, the problems will only get worse. The lack of knowledge regarding consumer engagement and the true return for brands is increasingly difficult. The only antidote is transparency. Without it, the already eroded trust will diminish further. Unless the supply chain – agencies, DSP’s, SSP’s and all the steps in between the brand and publisher – cleans up its act and lifts the curtain on the cash flow and what it pays for, brands will eventually either be fleeced with impunity or rise up and say enough is enough.”

To hear more from Doug Wood, tune in to our Trendsetters podcast as he talks about the evolution of marketing in our digital age and how legal issues have been affected.

[CLICK HERE.](#)

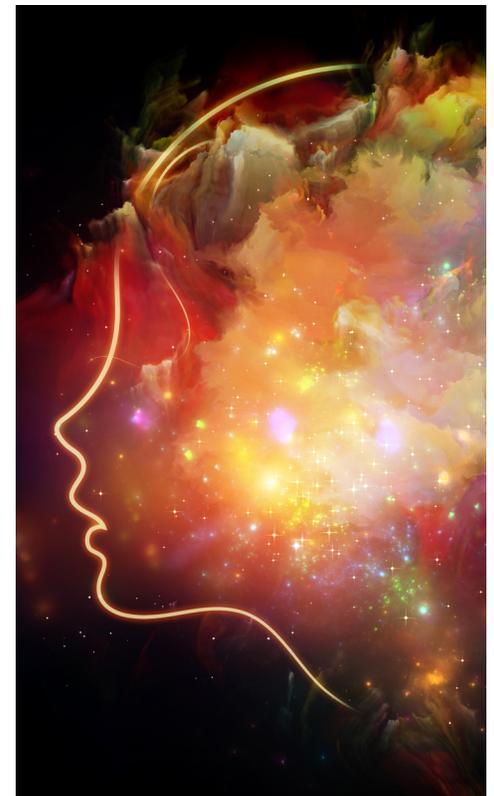


In our conversation, we discuss the following:

- Given what we have all suffered through in 2020, is your list of top legal trends significantly different than in the past?
- Has the incoming Biden administration significantly changed the legal concerns for the marketing industry?
- Has the role of marketing has changed significantly now in our digitally accelerated world?
- Does the issue of media transparency continue to take center stage? Or have the effects of the pandemic reframed our perspectives in a world where so many media initiatives have been cancelled, postponed, or entirely reconfigured?
- What's ahead for marketers in late 2021 and beyond?

Doug Wood serves as General Counsel to the ANA and legal advisor to several worldwide trade organizations. He is the founder of the Global Advertising Lawyers Alliance or GALA. As if that wasn't enough, he's also an adjunct professor of advertising law at the University of New Hampshire School of Law and the University College Cork in Ireland, as well as a prolific author of both non-fiction and fiction—now with 5 novels to his credit and an 6th in the works.

His books include: *Please be AdVised: A Legal Reference Guide for the Advertising Executive*, a trade book described by a leading advertising executive as the “bible of the industry”; *101 Things I Want to Say . . . The Collection*, a book of parental advice; *Presidential Intentions, Presidential Declarations, and Presidential Conclusions*, a trilogy of novels of historical fiction; and a memoir entitled *Asshole Attorney: Musings, Memories and Missteps in a Forty-Year Career*, and two recent works of fiction—*Dark Data: Control, Alt, Delete* and *Dragon on the Far Side of the Moon*.



Danone's Manos Spanos Discusses a Groundbreaking Program to Fight Food Insecurity



Manos Spanos

Manos Spanos, Senior Vice President of Brand Marketing for the Yogurt Business Unit at Danone North America, believes that marketing needs to stand for positive change. "If something is not doable," he says, "innovate to make it doable." And while that sounds like a tall order, especially for these times, he has been able to demonstrate what happens when purpose and passion intersect in branding.

Today, he talks about food sustainability and fighting food insecurity in America. Plus, he explains how the new Good Save yogurt brand is saving fruit that would otherwise go to landfills. This new product is part of Danone's Two Good® brand with its one-to-one initiative that provides an equal amount of food to people in need for every purchase of Two Good yogurt.

Manos also shares how true purpose allows consumers to vote with their dollars, which also works to grow a company's bottom line.

To hear more from Manos Spanos, tune in to our Trendsetters podcast as he talks about an important way to do the right

thing in terms of food waste, food sustainability and fighting hunger as a marketer for global-leading food company. [CLICK HERE.](#)



In our conversation, we discuss the following:

- Background on the Good Save yogurt brand, which has been making headlines for saving fruit that would otherwise go to landfills.
- The kind of collaboration and partnership necessary to ensure that such a program could scale and meet the logistics necessary for success.
- The specific marketing programs behind Good Save and its parent brand Two Good®, a which provides a one-to-one initiative.
- As the world's largest B Corp and a tremendously purpose-driven company, did Danone's

commitment to people and planet make this initiative easier?

- Are these programs surrounding food waste, food sustainability and fighting hunger happening in other countries given that Danone is the world's largest yogurt maker?
- The new 4Ps of marketing and how they make such brand inventiveness possible.

Prior to Danone, Manos Spanos worked at PepsiCo where his last role was marketing VP of flavors and energy drinks. While as Pepsi, he developed game-changing marketing campaigns, and was named an Internationalist of the Year in 2015 for driving global equity growth for the Mountain Dew brand through a ground-breaking global content strategy that created a new style of flexible template for multinational brands in a 24/7 social media world.

Born in Athens, Manos is an alumnus of Hartwick College of New York, with a bachelor's degree in Management and an MBA in Marketing from the University of Miami.





Marketers Share Their Thoughts on the Future of Business Travel



TODAY'S MARKETERS, particularly those with global responsibilities, view interactions with diverse teams in multiple locations as a daily part of their jobs-- given their work with agencies, consultants, partners, internal departments, and other corporate offices throughout the world.

The potential for business travel and in-person meetings has been on everyone's mind since the start of 2021 and news of COVID vaccines. And while "hybrid" may be the optimistic event buzzword for late Spring as large-scale summits and conferences plan to go both "online and in person," the latest Internationalist INSIGHTS™ Survey shows that almost one-third of marketers worldwide (31.8%) stated they are making plans to attend industry events. Most marketers, though, are cautious about exchanging video conferences and screen sharing for plane and hotel reservations in the coming year.

Our opening survey question asked people about their current plans for domestic travel in 2021. As the top choice, 41% of respondents agreed with the statement: "I prefer the efficiency of video meetings and plan to limit all unnecessary travel for now." The question allowed those answering to choose all relevant statements. Interestingly, 27.2% said that they would go to local meetings and events within driving or commuting distance and 31.8% now say they will attend specific business-related meetings that require air travel—later in the year.

What are your current plans for domestic business travel later in 2021?

Check ALL those statements that represent what purpose means now:

I prefer the efficiency of video meetings and plan to limit all unnecessary travel for now.	40.9%
I am making plans to attend industry events.	31.8%
I will attend specific business-related meetings that require air travel.	31.8%
I would like to travel, but my organization is currently restricting business travel in 2021 for health concerns.	31.8%
I'll go to local meetings and events within driving or commuting distance.	27.2%
Given the economic impact of COVID-19, our travel budget has been scaled back in 2021.	22.7%
I expect to return to business travel "as usual" as I did prior to the pandemic.	4.5%

As national economies shut down due to COVID-19, most multinational corporations established comprehensive restraints on travel with high ceilings for exemptions. It is not surprising that only 4.5% of survey respondents expect to return to business travel “as usual,” which is defined as their level of work-related travel prior to the pandemic.

The Internationalist conducted a survey between in mid-January 2021, as part of our Internationalist INSIGHTS™ Survey series, among marketers worldwide to learn their thoughts on the future of business travel. The outpouring of responses and comments are being used to shape The Internationalist’s content, virtual think tanks and initiatives around marketers’ core concerns.

Even as a customer-focused business discipline, marketing may not claim the same urgency as sales, for example, to resume to face-to-face meetings immediately. Yet, Internationalist survey respondents throughout the world offered perceptive observations about the future of work and travel as it relates to a range of essential marketing elements like sparking creativity with group brainstorming and driving innovation through white board sessions, while being realistic about budgets and how time is spent in a much-changed, reprioritized world. A genuine balance is emerging about the value of more efficient video meeting combined with specific in-person ones. Several comments underscored how marketers view this new mix:

“The quick, let’s huddle at the table meetings are far more efficient live than on video. Other meetings are fine on video.”

“It depends on the meeting - for initial kickoff meetings, I feel that in person is better for relationship building. For meetings where the relationship is already established, I think that video is fairly productive.”

“Video meetings are effective if relationships are established. They’re more challenging for establishing new relationships.”

As video meeting platforms continuously improve, do you believe that the amount business travel will ever exceed pre-COVID levels?

No	69.5%
Yes	21.7%
No Responses	8.6%

According to the World Travel & Tourism Council's (WTTC) study of GLOBAL ECONOMIC IMPACT& TRENDS 2020, business travel represents 21.4% of the global travel and hospitality sector. This is defined as transient (non-group, short-stay) business travel, as well as "MICE" or travel for meetings, incentives, conferences, and events—ranging from large-group offsites to industry trade shows and exhibitions.

While many business travelers may be surprised that they represent less than a quarter of an industry that generated 10.3% of global GDP in 2019, along with 1 in 10 jobs around the world, business travel contributes disproportionately to airline and hotel profitability. (Corporate travel fuels higher-priced refundable fares, along with business and first-class tickets, whereas some hotels in key cities or convention locations rely almost entirely on business guests.) Nonetheless, 52% of those surveyed expect to travel internationally for business after restrictions are lifted, the timeline for removing such limitations is not entirely clear—yet.

What about international business travel later in 2021? Do you anticipate trips to other countries once restrictions are lifted?

No	52.1%
Yes	43.4%
No Responses	4.3%

While conventions and trade shows are important networking opportunities, given the usual number of attendees, they are now, of course, considered high-risk in a COVID world. However, as more of the population is vaccinated and both health and governmental restrictions are lifted, we will likely see some larger gatherings that also involve ongoing temperature checks, obligatory mask wearing (and perhaps even gloves), as well as 6-foot distancing throughout the event.

Interestingly, when the survey asked marketers if they were planning personal travel in 2021—vacations, family gatherings, weddings, etc.—whether domestic or internationally, a resounding 69.5% said "Yes." The comments were particularly telling, such as: "I haven't hugged my elderly mom or sisters since late 2019." For an individual, family considerations and "mental health," or at least a desire to leave

home for a while, outweigh corporate restrictions, whether for safety concerns or budget cutbacks.

Are you planning personal travel in 2021—vacations, family gatherings, weddings—whether domestic or international?

No	69.5%
Yes	13.0%
No Responses	17.3%

This **INTERNATIONALIST INSIGHTS** survey provides a snapshot of views among the marketing community worldwide. The respondent base for this survey was truly international in nature with 47.8% indicating that they have global responsibility for their brands. All regions of the world were represented by the survey participants. Those with responsibility for the Americas represent 30.4% of respondents, EMEA 17.3%, Asia Pacific 4.3%.

INTERNATIONALIST INSIGHTS focuses on select topics & emerging trends of interest to marketers. **INSIGHTS SURVEYS** were developed to quickly interpret global marketing trends at scale by surveying of The Internationalist's worldwide audience, combined with in-depth personal interviews with individuals we have honored for their marketing contributions. Interpretation of these results and perspectives are by seasoned executives, dedicated to a big-picture view of how contemporary marketing is changing business strategy.

INTERNATIONALIST INTELLIGENCE BRIEFS bring together these thoughts as white papers.

COMMENTARY: Will HYBRID Become More than the New 2021 Event Buzzword?



"Hybrid" may be the optimistic event buzzword for late Spring 2021 as large-scale summits and conferences plan to go "live and in person" but anticipate that many delegates may opt to join online. Certainly, the Cannes Ad Festival created industry headlines by announcing it will "take place as usual during the third week of June 2021." The Cannes Lions are not the only event with 2021 meeting plans.

After the new year wake-up call of virtual **CES** with 1900 exhibitors in cyberspace, business leaders turned to their computers (rather than jetting to Davos-Klosters, Switzerland) for the **World Economic Forum's** "Davos week," in late January. The virtual event was focused on rebuilding trust and shaping the principles, policies and partnerships needed for 2021. However, the WEF will hold its Special Annual Meeting in Singapore in-person from May 25-28 to address worldwide recovery from the pandemic. Prior to the Special Annual Meeting, the Forum will also host the **Global Technology Governance Summit** in Tokyo on April 6-7. Big events are betting on Asia first as a choice in-person gatherings.

Other organizations are following suit. As the **Advertising Week** series circles the globe, **AWLATAM** will be virtual on March 11, and **AWEUROPE** remains online from May 10-13. However, **AWASIA** will take place in Tokyo from May 24-26 as a hybrid event. **AWNEWYORK** also becomes a hybrid event on location in NYC and online from September 27-30.

ANA starts their hybrid conference programs in May with most occurring in Florida, then shifting to the Western

US in June. If you are travel-starved and desperate to do some industry networking, ANA is hosting five conferences in four different US cities this July and August, so why not plan some work-related vacation time? Their hallmark **Masters of Marketing** will be in person and online in Orlando October 5-8.

TED is betting on Scotland during October 12-15 with 1200 leaders in Edinburgh for their **Countdown Summit** for a net-zero future. This will be amplified by hundreds of TEDx Countdown events around the world. Plus, the **26th United Nations Climate Change Conference of the Parties (COP26)** will convene in Glasgow on from November 1 – 12.

Other major events have simply been postponed. **MWC** (formerly Mobile World Congress) moves from its usual February timeframe to June 28-July 1 and returns to Barcelona for an in-person convention. The 2021 **North American International Auto Show**, normally held each January in Detroit, is canceled. Instead, a multi-day event called **Motor Bella** at the M1 Concourse in Pontiac, Michigan, will replace it from September 21 -26 with public access on just three of

those days. Even the Motion Picture Academy has moved its annual **Oscars** telecast back two months to April 25—in hopes that movie theaters and cinemas would be open again in the spring.

Here are some **key, not-to-miss, virtual events** to put on your calendar in the coming months:

- **The Internationalist’s Marketing Makes a World of Difference™** on International Women’s Day (March 8) will share case studies from around the world to showcase how brands have made a difference in a range of issues affecting women.
- **ALM**, IAB’s annual leadership meeting, is the central thought leadership venue for senior voices across the marketing and advertising ecosystems. March 8-11.
- **MIPTV**, the international Television Market and Global Content Market of the Future, will offer a dynamic virtual program during April 12-16.
- **ANA’s Data and Technology Conference** on April 13-14 will address some of today’s most critical marketing topics.
- **WFA Global Marketer Week** will feature a new remote format from April 20-22, which signals a virtual breakfast in the Americas, lunch in EMEA, and dinner in Singapore. WFA members can book tickets now. Non-member registration opens on February 1.

The Internationalist offers an online calendar of advertising events around the world—whether virtual or in-person. And it is updated daily.

This calendar is also the only single source that aggregates:

- National & Religious Holidays in the world’s top 35 markets.
- Essential industry conferences throughout the world.
- Major Advertising Festivals and Awards Shows, including Call for Entry Deadlines.
- Trade Shows- categories range from Auto to Luxury to Travel to Technology.
- Key political, entertainment and sports events-- from the Davos World Economic Forum to the Academy Awards to the Masters Golf Tournament to Fashion Weeks.

[Click here](#) or [Go to: www.the-internationalist.com](http://www.the-internationalist.com) and click on the CALENDAR ICON.

Click on any listing, and you’ll find more details—including a link for further information or event registration. You can even learn key facts about certain National Holidays around the world. Plus, you can download all listings to your own Outlook. Just keep in mind, that events will continually be added. And there’s even a glossary to help you through the alphabet soup of associations.

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