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STAFF

deborah malone FOUNDER deborah.malone@the-internationalist.com
brendan banahan MANAGING DIRECTOR brendan.banahan@the-internationalist.com
john keane INSIGHTS & RESEARCH john.keane@the-internationalist.com
les margulis CONTRIBUTING EDITOR les.margulis@internationalistmagazine.com
allyson stewart-allen CONTRIBUTING EDITOR allyson@intermarketingonline.com
marcelo salup CONTRIBUTING EDITOR marcelo.salup@internationalistmagazine.com
harrison love MEDIA COORDINATOR & POST PRODUCTION EDITOR harrison.love@the-internationalist.com
joelle fontana EVENTS MANAGEMENT joelle@the-internationalist.com
peggy bloomer DESIGN DIRECTOR peggy.bloomer@internationalistmagazine.com
patti brown WEBMASTER webmaster@internationalistmagazine.com

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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.

He nice to know which half works





Innovation, New Agency Models & The Continued Reinvention Of Marketing

Marketing organizations are transforming, as are the service providers that support them. Digital platforms tend to be more comprehensive than traditional marketing vehicles, and this has engendered massive change in the ecosystem that supports marketing and advertising. Providers of new technologies, customer relationship management systems and digital consultancies with end-to-end solutions are increasingly providing wide-ranging alternatives beyond traditional marketing tools. As CMOs are becoming more data-driven, many are increasingly focused on deliverables.

This issue of **The Internationalist** looks as some of this change and the solutions that many passionate individuals are suggesting and executing.

Starting at the top, we explore **INTERNATIONALIST INSIGHTS** research on "The Reinvention of the CMO" and also look at how two of today's leaders—P&G's Marc Pritchard and ANA's Bob Liodice—are redefining the responsibilities of today's Chief Marketing Officer. Plus, we share recommendations on 30 Books to Make You a Better Marketer.

Agencies are also working to reinvent themselves as they look to deliver new value as 21st century client partners. As a result, we also salute this year's AGENCY INNOVATORS. In the process of redefining their business models, they recognize an increasing pressure on fees, the challenge of attracting diverse talent, and issues of transparency—yet they are finding interesting new ways forward.

Plus...

- FairShare's Eamonn Store Looks at a Future Ad Agency Model with an Eye toward Purpose
- Samsung's Pio Schunker Talks about What it Now Take to Be a Meaningful Brand
- XPLAIN's Stefanos Karagos discusses "Building Future-Proof Brands in an Algorithms-Drive World"
- Cortex Media's Roland Janisse asks, "Do You Really Need a Media Review?"
- The Internationalist Names 27 Agency Innovators

In this period of intense change and redefinition, all of these perspectives matter and are making difference.

Deb Malone Founder

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F R O N T

INTERNATIONALIST INSIGHTS:

The Reinvention of the CMO

The role of the CMO has become increasingly complex in our age of digital transformation, as has the environment in which the CMO operates. Today's empowered customer, who navigates more devices and media channels that ever before, expects a seamless brand experience as well as personalization. Brand values are now linked with corporate reputation in an activist 24/7 social media world. While data, advanced analytics and artificial intelligence can anticipate customer behavior and predict future trends, they also require new skillsets and a passion for emerging technology.

How are marketing leaders adapting to keep pace with overwhelming change and expanded responsibilities?

This survey was conducted by Internationalist INSIGHTS during October 2017.

The Role of Today's CMO or Marketing Leader

When asked which description best defines the role of today's CMO or Marketing Leader:

- More than one-third (33.5%) agreed that the CMO is a "visionary"
- More than one-quarter (27.4%) cited a strong grasp of customer experience, brand purpose and advocacy as being of paramount importance to them
- Nearly one in five (19.6%) agreed pointed to adaptability and brand relevance as being key components

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Which description best defines the role of today's CMO or Marketing Leader?

(Please choose one option)

A CMO is a visionary: a marketing leader with up-to-date skillsets, a growth mindset, and an ability to identify trends, inspire organizational change and envision the way the company will engage and interact with consumes in the future and communication channel via Advanced Consumer Intelligence methods.	33.5 %
A modern, transformational CMO has a strong grasp of customer experience, brand purpose and advocacy, as well as a deep understanding of the omni-channel world	27.4%
A CMO's role is about adaptability and relevance – brand relevance	10.0

today and the ability for the Brand to stay relevante in the future by keeping pace with the speed of change. When a company recognizes the need for disruption, this CMO spearheads it.

19.6%

L N E 5

A contemporary CMO needs a deep understanding of the target audience, a strong mastery of data analysis and the ability to fluidly adapt to emerging marketing technologies.

13.7%

A successful CMO speaks with the voice of the customer and drives product innovation

5.8%

The Role of Today's CMO: The Respondents Speak:

"To understand the brand's many different targets in a deep, objective, analytical way."

"It's a partnership; the CMO should never feel that they are alone and have to do everything themselves. Great marketing leaders

surround themselves with talented experts from diverse backgrounds both internally and externally." "Adaptability is critical, but without vision, adaptability is just reaction."

Skills Needed by Today's CMO's

Collaborative and leadership skills, a customer focus and agile/fast thinking are requirements for today's CMO's:

- 87.7% of respondents say that collaborative skills for managing within the organization are key, while 85.7% cite leadership skills to motivate and steer the marketing teams.
- A customer-centric approach is important to 75.5% of respondents, while 71.4% point to being "agile" and fast-thinking to drive change as needed.

6	

What skills do today's CMO's need?

(Please check all that apply)

Leadership skills to motivate and steer the marketing teams. Recognize the need for new talent.

00. 7 70

The ability to build a customer-centric approach to building brand trust

75.5%

Being "agile" and fast-thinking to drive change where needed or respond quickly to challenging situations.

71.4%

An understanding of data and the ability to transform marketing analytics into effective action

69.3%

Ability to implement authentic ways of marketing that drive emotional connections and brand growth.

63.2%

Skills at effectively organizing and managing marketing budgets and resources.

61.2%

Knowledge of emerging technologies – from Artificial Intelligence to The Internet of Things – and using them for new and innovative marketing opportunities.

59.1%

The ability to provide Future Vision in an environment of digital transformation.

59.1%

Knowing how to use content for customer engagement as both "story-teller" and "story-maker."

F R O N T

Skills Needed by Today's CMO's: The Respondents Speak:

"Effective CMOs need to be both tacticians and visionaries, however to really be effective they need the support of the organization and their team to drive success"

"Drive growth and measurable results"

Greatest Challenges Faced Now by CMO's

Corporate culture, aligning stakeholders and technology are identified as the top challenges to be faced by CMO's:

- More than 2/3 of respondents (68%) said that "fostering a culture of innovation and transformation within the company" was the top challenge faced by CMO's.
- Aligning stakeholders to embrace "purposeful branding" was identified as 59.5% of respondents.
- 55.3% of respondents pointed to "harnessing the potential of marketing technology" as the top challenge faced by contemporary CMO's.

What are the greatest challenges faced now by CMO's or contemporary Marketing Leaders?

(Please check all that apply) Fostering a culture of innovation and transformation within the company.	68.0%
Aligning all stakeholders to embrace "purposeful branding" to the benefit of customers and the company.	59.5 %
Harnessing the potential of marketing technology at scale.	55.3 %
Managing data to continually create value at every stage of the customer journey.	55.3 %
Developing more productive and collaborative relationships with C-suite executives.	51.0%
Encouraging relevant, personalized communications with customers.	42.5%
Ensuring that brand messaging and interactions are consistent across all media, devices and channels.	42.5%
Curating content as a "brand publisher" to build customer interest, engagement and purchases.	27.6%
Developing breakthrough creative that defines a brand's identity.	25.5%
Managing various ad agencies effectively.	19.1%

Greatest Challenges Faced Now by CMO's: The Respondents Speak:

"The CMO needs to set the vision, articulate the roadmap, and empower their team to define the plan that makes it a reality"

"It's about understanding what needs to be done today that enables ongoing success."

L N E 5

What is the future of the CMO Role? (Please choose one option)

Larger Roles: CMO's will have larger more expansive roles as customer experience, purposeful strategy and business performance become seamless - some CMO's will become candidates for CEO.

38.3%

More Tech Driven: CMO's become more tech-driven as they leverage new and emerging forms of technology to innovate in experiential marketing and build brand growth among new, and often younger, audiences.

31.9%

Losing Influence: CMO's lose influence within the organization as new C-suite roles are created like Chief Customer Officer, Chief Growth Officer, Chief Strategy Officer, Chief Digital Officer, Chief Innovation Officer, Chief Experience Officer, etc.

25.5%

Elimination of Role: Organizations eliminate the actual CMO role title. (Coca-Cola, for example, made headlines this spring for replacing their CMO with a newly-created Chief Growth Officer role to lead both its customer and its commercial teams.)

4.3%

The Future of the CMO: The Respondents Speak:

"CMOs will need to be more digital/tech savvy or risk being relegated to Chief Creative Officer."

"Evolution and change are happening, everyone needs to understand, acknowledge and respect this. A title is just that, it's the job you do, the delivery you enable and the contributions you make that ensure ongoing success. There's a need to more effectively define the role and the responsibilities."

SURVEY RESPONDENTS: Geographic Breakout

Internationalist Insights surveys proved a snapshot of views among the global marketing community. The respondent base for this survey was truly international in nature with 44.6% of respondents indicating that they have global responsibility for their brands:

Global	44.6%
North America	38.2%
Europe	14.8%
Asia Pacific	6.3%
Latin America	4.2%
Middle East	4.2%
Other	2.1%

P&G's Pritchard and ANA's Liodice Align on the New Responsibilities of Today's CMO

Without question, the role of a contemporary Chief Marketing Officer is exceedingly complex and constantly adapting to change. According to recent Internationalist Insights research on the "redefinition of the CMO," a majority of top marketing leaders believe a CMO is a visionary: a marketing leader with up-todate skillsets, a growth mindset, and an ability to identify trends, inspire organizational change, and envision the way the company will engage and interact with consumers in the future.

Earlier this month in Orlando at the ANA's Masters of Marketing annual conference, the top marketer from the largest global advertiser and the CEO of the world's most significant marketing association addressed the state of the industry and advocated a way forward for marketers. While their speeches emphasized different elements of marketing's multifaceted issues, they were perfectly aligned in underscoring the need for greater CMO

responsibility.

Bob Liodice, ANA's Chief Executive Officer, discussed the challenges of business growth and the need for marketers to "take back marketing" to revitalize the industry. Marc Pritchard, Procter & Gamble's Chief Brand Officer. followed by emphasizing that wasted expenditure in the digital ad space can be overcome with a focus on transparency, ad quality, and appropriate "mass one-to-one marketing," and messages for good. Interestingly, a CMO has been called the "heart" of an organization in its need to connect with customer needs and consumer passions. The role has also been described as the "mind" of an organization as marketing strategy can build brand growth, public image and corporate

The messages from Bob Liodice and Marc Pritchard are suggesting that in a Social Media Age that brings

stature.

both disruption and the need for transparency, a CMO is also becoming the *conscience* of an organization.

According to Bob Liodice, the US marketing industry is suffering from sub-optimal growth, but the potential for recovery is in the hands of CMOs who must revitalize marketing and overcome barriers to growth. "CMOs," he said, "can no longer let others do the heavy lifting. It is time for chief marketing officers to seize ownership of the industry's growth agenda and point us all in the right direction."

He urged CMOs to make the difficult decisions needed to build brands and increase revenue by adopting steps recommended in a 12-point blueprint set forth by

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25%

Increase of Relevant Traffic

33x

Higher Engagement

10x

Higher Conversion

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the ANA's CMO Masters Circle. The goals of the Masters Circle include:

- Advance the best brand and business intelligence for better marketing decision-making
- Develop industry talent and create high-quality business and brand leaders
- Harness the power of the industry's thinkers and leaders to shape the future of advertising and marketing and elevate growth performance
- Restore trust to the marketing ecosystem with agency and media partners to help facilitate growth

Bob Liodice also pointed out that in 2016 more than half of Fortune 500 companies had declining revenues despite a continued increase in media spending. He said the reason for the performance downturn was straightforward: "It boils down to a lack of effective marketing leadership. He stated that marketers continue to accept a "byzantine, non-transparent, super-complex digital media supply chain" that no one can understand, in which only 25 cents on every digital ad dollar reaches the consumer. "Yet," he added, "we keep feeding the beast by pouring incredible sums of money into this unproductive, unmanageable abyss."

Marc Pritchard echoed Bob Liodice's message by saying, "Despite an astounding \$600 billion a year spent on marketing, our industries still aren't growing enough. We're holding stubbornly onto low single-digit market growth."

He outlined how Procter & Gamble has taken steps to change the way it works in the digital ad space. Transparency and Viewability are at the heart of the process. P&G, in partnership with the ANA and the IAB (Interactive Advertising Bureau), is adopting one viewability standard. According to Pritchard, we're doing this "so we know whether an ad has

the chance to be seen." He added, "We're getting third-party, accredited measurement verification, so we know we're reaching the audience we paid for. We're demanding transparent agency contracts, so we know what our agencies do with our money. We're eliminating fraud, so we know humans see our ads, not robots. We're ensuring brand safety, so we know our ads show up in the right place, not in a terrorist video."

Marc Pritchard emphasized: "The consequences are clear for those who don't comply. We will vote with our dollars and will not waste our money on a crappy media supply chain so we can invest in what really matters—better advertising and innovation to drive growth."

From a global standpoint, Pritchard noted that P&G is working with ecommerce players like Amazon and Alibaba to use unique ID data to reach consumers closer to when they're ready to buy. He stated: "This is accelerating our \$3 billion ecommerce business and cutting waste by 20 percent. But most important, it's creating a better consumer ad."

He admitted the P&G has found it was reaching too few people too many times with too many ads. "Excess frequency is a massive source of waste, and it really annoys consumers. No wonder ad blockers are growing 20 percent a year. I mean, how many times does a person need to see a toilet paper ad to get the point?" The company is working now with programmatic buying to serve ads when customers are most receptive, while they're also capping how often someone can see a message.

Marc Pritchard also serves as the Chairman of the ANA Board of Directors.

Samsung's Pio Schunker Talks About What It Takes to be a Meaningful Brand Today

Few marketers have experienced the extraordinary heights and dramatic challenges that have characterized Pio Schunker's career of the past few years.

Now, as Senior Vice President, Head of Global Brand Marketing for the Mobile Communications Business at Samsung Electronics, he joined the flagship mobile division in 2015, following a decade at Coca-Cola, where he executed breakthrough integrated marketing initiatives for the company's 10 largest brands.

Then, in September 2016 as the Samsung was transitioning from a strong tech player to a true lifestyle brand, Samsung experienced its unfortunate Galaxy Note 7 smartphone crisis. As many will remember, Samsung recalled 2.5 million Note 7s—literally weeks after they went on sale—in response to reports that the phones were catching fire and exploding, and as airlines banned the product from flights.

Speaking at the ANA's Masters of Marketing in October, Pio Schunker admitted, "Just when things



Pio Schunker is primarily responsible for brand and product campaign development, digital/social efforts, and experiential marketing at Samsung, where he has executed holistic campaigns for the global mobile market, like the recent launch of Samsung's Galaxy S7 and S7 edge.

Prior to joining Samsung in 2015, Mr. Schunker created seamless and iconic marketing campaigns for some of the world's most recognized brands, including Mercedes-Benz, American Express, and Coca-Cola. His efforts helped contribute to the Coca-Cola Company winning the Inaugural Clio for Icon Brand of the Year, the Inaugural Grand Prix at Cannes for Design, Cannes Marketer of the Year, and its first ever Emmy Award win.

were starting to go right, things went horribly wrong. Overnight, we were faced with our biggest challenge to date: a battery malfunction that threatened to permanently damage Samsung's business and its reputation."

He went on to candidly discuss how Samsung tackled the brand crisis by focusing on regaining consumer trust. The company accepted accountability and took decisive action through more stringent quality control measures.

Samsung enlisted 700 independent researchers to test 200,000 phones and 30,000 batteries, while employing a third-party auditor.

The massive effort did rebuild the brand. In fact, the 2017 launches of the Galaxy S8 and Note8 were both huge successes. Samsung even moved from Number 7 to Number 6 in The Interbrand Ranking of Top Global Brands, with a valuation of \$56.2 billion.

Pio Schunker's comments about the Note 7 incident were philosophical as much as they were emotional: "Today, being a meaningful brand means also to be human," which he stated includes a point of view and purpose, along with fallibility. He added, "When you allow for that fallibility to show, you earn the very thing you set out for in the beginning—brand love."



View the video here: https://www.youtube.com/watch?v=L3N1jeBp7H8

In an always-on, 24/7 transparent social media world, brand crises are inevitable. Samsung showed heroic efforts that were rewarded with stellar results by focusing on 3 key elements:

- I. Take accountability for the problem.
- 2. Take meaningful action.
- 3. Be transparent.

While neither simple, nor formulaic, these rules, combined with a fast response, made a difference to the brand and its consumers.



FairShare's Eamonn Store Looks at a Future Ad Agency Model with an Eye toward Purpose



issues of valuation and values.

Eamonn Store believes that we're operating at a fascinating time in advertising right now. Yet we are heading toward a true sea change in understanding customers, clients and partners are increasingly looking at the products and services they deliver for a broader sense of good. Consumer consideration, purchase behavior and loyalty are increasingly determined by how products and services are made, who makes them, from where they are sourced and the impact they have on society and our planet. These critical concerns are now becoming fundamental differentiators between good and bad business practice."

He says, "Media agencies are under scrutiny for lack of transparency on a grand scale. Advertising agencies are facing accusations for over-inflated production costs. The entire industry is in flux as social media stars drive more traffic and attention than the prime-time television. The "big four" business consultants with their data analytics strengths have made robust progress in their competition for full-service agency assignments.

Marketers are trying to balance all these issues with the changing needs of their customer base, while figuring how to best position their brands across multiple platforms in a rapidly-changing world. It's enough to make your head spin."

Despite this time of disruption with its concerns of transparency and brand safety, Eamonn Store believes that corporate leaders at progressive companies across many different industry sectors have something in common: They are all working very hard to understand and articulate the purpose their business delivers for society and the planet. "At the highest level," he says, "all these companies—from banking to clothing to food and drink—share the same premise that corporate purpose is no longer a nice CSR program executed in some peripheral sense. They know that their

So, how can this relate to the current advertising industry issues and the role of agencies? According to Store, most senior client leaders still see the role of media agencies as primarily executional. He adds, "Beyond award-obsessed probono efforts, our industry is not exactly endowed with inspiring values. Valuation, particularly among agency holding groups, still trumps values."

As a result, he feels that most media agencies have yet to earn their seat at the top table with their most senior clients. However, he cites Accenture, a consultancy that delivers clear and coherent programs in support of a better society, as having well-established seats at the marketing leadership tables. He says, "They deserve those seats for the same reason they deserve their strong rankings in high-profile cause rankings like the Fortune Change the World Index. Show me an agency holding group in any truly credible Top 100 cause rankings? The large agency holding companies have no robust credibility in this space"

Eamonn Store concludes that in a changing world with a young, but fast-evolving, purpose economy, successful agency groups of the future will have Chief Purpose Officers in prominent leadership roles. These officers will be tasked with better

balancing values with valuation—on every level. They will embed genuine cause within the agencies that not only builds purpose that retains valuable employees (finally reducing shocking employee retention rates), but unleashes amazing creative talent to engage more meaningfully with senior corporate leaders and the not-for-profit world.

He sees Chief Purpose Officers as having a critical internal role to re-imagine key areas of institutionalized internal behavior — re-imagine healthcare programs that so that put the weight of holding company investment to better use in a young and healthy industry, ethical 401k plans as the standard defaults, higher standards for better de-stigmatized and measured mental health and wellness programs. Externally Store longs to see leading agencies set more stringent quality thresholds for conference attendance and speaking engagements, so we force the over-scheduled and over-profitable conferencing industry to hold higher standards of diversity and inclusion.

He emphasizes, "If we can improve the standards we set for both our inward and outward business behavior, we will quickly see the power of our creative energies focus on building more genuine, authentic and enduring partnerships with corporate and non-profit partners. Where we can really make a difference in society is to help move the dial on an ocean of passive 'slacktivist' digital behaviors such as looks, likes, claps and shares to build measurable brand partnerships that create better physical outcomes—for society and for our planet.

Eamonn Stores sees this change already being led by the smaller independents agencies, driven by mission-led founders—companies like the Chapter, True North, and Attn. He believes it will grow through the more entrepreneurial mainstream players, such as MDC, before this progressive trend hits the holding companies. For

those that embrace his purpose philosophy, he envisions business growth through more fulfilling assignments, which will attract and retain the best talent to unleash powers of one of the world's most vibrant, exciting and creative industries and help reset the value of agencies and their related compensation within the minds of their most senior clients.

"For those that embrace and prioritize corporate purpose with passion and authenticity," he says, "the future is bright and full of promise."

Throughout the last 29 years, Eamonn Store has worked for a combination of global media networks and digital start-ups, widely respected for his ability to simplify the complex with an infectious ability to bring teams along with him on those missions that capture his imagination. As a committed internationalist with a strong passion for exploring different geographies and cultures, Eamonn has travelled over 80 countries through his professional career.

In 2014, Eamonn finally left his MEC family of 10 years to lead The Guardian as CEO, North America. During his almost three-year tenure, the Guardian tripled its audience and commercial revenues in North America. More importantly, he crafted an editorial led business strategy, focused on attracting client partners who's values and practices married with those editorial values of this fiercely independent 200-year-old news brand. It was during his tenure at the Guardian that Eamonn drew inspiration from his many connections with individuals and NGOs passionately working for greater good. This inspiration led him to depart the Guardian in January 2017 to build a practice to help better connect leaders of progressive business with those who do good for the world.

This practice is called FairShare. It's as much a passion as a practice.

Do You Really Need a Media Review?

Asks Cortex Media's Roland Janisse



Roland Janisse, Managing Partner at Cortex, has over 25 years of management experience with leading agencies in the United States,
Canada, and internationally. He has held senior positions at Leo Burnett and Saatchi & Saatchi including Managing Director of Leo Burnett Taiwan, Regional Client Service Director at Leo Burnett Latin America, and General Manager of Conill/
Saatchi & Saatchi NY and Miami.

Cortex Media helps create a media value advantage for marketers.

The company has been providing media consulting and auditing since 2001. Cortex is recognized globally as a resource for balanced and independent support on key advertising media topics in US and worldwide-- including Pitch Management & Contracts, Media Performance & Cost Benchmarking and Financial Compliance & Transparency Audits.

This is just the second month of 2018, and already \$5 billion in media budgets are up for agency review, including those of Mars, Shell, and HSBC. In 2017, major marketers like Anheuser-Busch InBev and Amazon completed multi-country media pitches representing \$8.5 billion in spending. Media reviews are still underway at McDonald's, IKEA, Jaguar Land Rover, Adidas, Campbell Soup and Marriott. (And in an unprecedented move, Nike is using a "reverse auction" concept to select digital agencies, so that each competes for business with lower bids until a clear winner emerges.)

While this activity does not yet compare to the \$30 billion placed in review during 2015's "Mediapalooza"when giants like Procter & Gamble, Unilever, Coca-Cola, L'Oréal and Johnson & Johnson undertook multinational media agency re-appraisals, it does underscore how media pitches are part of the "new normal."

According to Roland Janisse, Managing Partner of Cortex Media, an independent media consulting and auditing firm established in 2001, "The agency of record is being replaced with the agency du jour."

He adds, "There are times when a review is the right thing for the business — especially, when the media landscape itself is changing so fundamentally." Janisse believes it is a marketer's responsibility to ensure that the right resources are in place for their brands. He has also seen clients' angst and mistrust when discussing issues of transparency. "Sadly,"he says, "the notion of the agency as a 'partner' has become a quaint idea for many. It's easy to see why agency reviews have become so pervasive."

But do they need to be? More importantly, are they helping? Interesting questions coming from someone who earns a living as a pitch consultant!

Many believe the pitch process has gotten out of control, especially given how the disruption, human energy expenditure and actual cost often taxes an entire operation. Janisse emphasizes, "I'm not talking about the cost to the agency-- though that has certainly been well documented and bemoaned; I am referring to the cost to the client and the business." Pitches today can span six to twelve months, which certainly interrupts the flow of business in a world that looks for seamless solutions and immediate response. "That's a tremendous distraction from the business of growing the business."

Roland Janisse believes that changing agencies often discounts the value of continuity at a time when continuous improvement and optimization are key. "Optimization is the job in today's media agency. All those FTEs at the agency aren't negotiating pricing so much as they're optimizing outcomes. They are mining data to refine targets and personalize messaging through a process that constantly moves, changes, and tweaks placements to find the higher return. As much as the data itself is prized, the magic lies in how it is interpreted and applied. Surely there is value in that experience. How does one become a learning organization without valuing what's been learned?"

Interestingly, Janisse mentions that after decades of working with all the agency groups and nearly every agency brand, he is often asked which agencies are best. "I can only say that all of them are capable of work that is outstanding and of work that is unworthy. So maybe the question shouldn't be: Am I getting the best agency? But rather: Am I getting my agency's best?"

Clearly an enduring agency relationship benefits of the advertiser, not just the agency. "An enduring relationship," Janisse insists, "doesn't mean-- can't mean-- a stagnant relationship. An enduring relationship must be actively managed and optimized to deliver the best outcomes at the lowest cost. You need to have agreement on goals and the KPIs that will be used to measure what is working and what isn't. Both parties need to be able to review the contractual terms regularly and be open to amendments and addendums as required. Terms that made sense only a year ago may not be optimum today. Maintaining an enduring relationship at optimum performance – getting the agency's best - requires ongoing attention and discipline, ongoing measurement of performance and ongoing refinement of goals and expectations."

There is some encouraging news on this front. After several years of reviews and industry addresses that stress the importance of greater marketer control of the media process by the ANA's CEO Bob Liodice and its Chairman, Marc Pritchard of P&G, more advertisers have a better idea of how their media budgets are allocated. Interestingly, a 2017 WFA (World Federation of Advertisers) study of 35 global brands with \$30+ billion in media expenditure reveals that 65% claim to have improved their internal capabilities in the past year. Advertisers are feeling better about managing the strategy of media and understanding its challenges and nuances.

Taking control of the agency relationship and managing it to optimize outcomes seems to be a more effective and efficient way to get the agency you're looking for.

The Internationalist Names 27 Agency Innovators

Thanks to your nominations, The Internationalist has selected the INNOVATORS of 2017. Twenty-seven men and women throughout the world were chosen from several hundred nominations.

This year's INNOVATORS are transforming our concepts of a contemporary advertising business. This extraordinary group of individuals from all corners of the globe are embracing change and making a difference for their organizations and for their clients. Many are reinventing business models, while being scrupulous about hot-button issues like return-on-investment, transparency and brand safety.

Today, innovation is integral to so many new disciplines that underscore the breadth of expanding responsibilities for agencies and marketing partners- content creation, programmatic buying, data, analytics, strategy, eCommerce, mobility, as well as creative, media, digital, and, of course, inspirational leadership that embraces future vision.

Many of the INNOVATORS named are exploring new and nimble ways of working, as well as testing exciting approaches to collaboration and effectiveness. Without question, we're seeing a greater focus on the sophisticated use of data, insights and actionable ideas, as well as a trend in new leaders who operate at the intersection of innovation, technology, creativity and contemporary culture.



Martin Albrecht Co-Founder, Managing Partner of Crossmedia Out of a

passion for the strategy side of media, Martin Albrecht, Co-Founder, Managing Partner and Kamran Asghar, Co-Founder, President founded Crossmedia in 2000; it has grown to become a forward-thinking, 100% transparent, highly analytical, totally integrated creative media agency with 160+ employees.

Martin now spends more of his time in his native Germany, where he also launched Touchpoint GmbH, a German pioneer for communications planning and sustainable brand strategy. He has been serving on the board of Crossmedia GmbH in Dusseldorf since 2006 and became one of its shareholders in 2012, responsible for New Business Development and International Media as well as overseeing Crossmedia's analytics division and its social arm, Earnesto.

He began his career at Lintas in Hamburg, when it was Germany's largest advertising agency. Moving on to the media division of DDB in Dusseldorf, Martin managed accounts such as Sony, American Airlines and Foster's beer. In 1997, he joined Ogilvy's media department in New York, mastering the US media landscape on clients like American Express, SAP, and Lufthansa.



Kamran Asghar Co-Founder, President of Crossmedia

Out of a passion for the strategy side of media, Martin Albrecht, Co-Founder, Managing Partner and Kamran Asghar, Co-Founder, President founded Crossmedia in 2000; it has grown to become a forward-thinking, 100% transparent, highly analytical, totally integrated creative media agency with 160+employees.

Before opening the shop, Kamran was a planning director at Ogilvy and helped launch one of the most successful product launches in history, American Express Blue. Seventeen years later, he remains the visionary behind Crossmedia - a two-time Ad Age Small Agency of the Year Winner and a 2014 Adweek Media All–Star.

Kamran sets the tone across the company's three US offices through his very hands-on style. A College of William & Mary alum and diehard Redskins fan, Kamran is passionate about marrying the art & science of media and bringing the most forward-thinking channel approach to all clients.



Sara Bamossy Chief Strategy Officer of PITCH

For Sara, innovation is an alchemy of strategic approaches and methods to get to the never-before-thought-of or articulated solution. The result? Strategies that are far more upstream than a typical agency would ordinarily employ.

PITCH is a full-service advertising agency in Los Angeles, and she also serves as the shop's fearless strategic leader. She brings a broad range of brand and retail experience across global clients including Burger King, Netflix, Pepsi, Toyota, and P&G. Sara has been consulted by publications such as Ad Age, Business Insider and Forbes for her expertise in areas like consumer cohorts, brand strategy, innovation strategy, luxury, and data mining, among others.

Previously with Saatchi & Saatchi, Sara's strategic thinking has inspired campaigns that have earned numerous industry awards including a Gold Jay Chiat Award, two Effies, and a Cannes Gold Cyber Lion. She graduated Summa Cum Laude from UCLA and completed the distinguished EPWL program at Stanford's Graduate School of Business. Sara's personal metric for a well-lived life is a passport full of stamps. She loves travel, as well as coming home and approaching everything with fresh eyes and new ideas.



Nick Barham Global Chief Strategy Officer at TBWA\ Worldwide Los Angeles.

Nick leads a diverse strategic department that keeps the agency connected to contemporary culture as it delivers insights and understanding for brands. He has been instrumental in rolling Disruption® and Disruption Live® across the global TBWA network, which has expanded the agency's ability to track and respond to cultural triggers and create right-time impact.

Before joining TBWA, Nick was Planning Director of Wieden+Kennedy Shanghai before becoming Global Director of W+K Tomorrow in Portland, where he led a team responsible for creating new revenue and working models, with a focus on sustainability and emerging technology. Brand experience includes Nike, Coca-Cola, Target, Converse, Nokia, the Gates Foundation and EcoDistricts. Now based in Venice, Nick enjoys the LA lifestyle with his dog Churro.



Jenny
Biggam
Co-Founder of
the7stars
Over the past

12 years, Jenny has grown the UK's largest independent media agency, an owner-managed company, to over £270m billings and 191 people. At the same time, she has created a better workplace-enabling the agency to be named as a Top 20 Employer for the last 5 years in the Sunday Times' ranking of "Best Small Companies to Work For."

In fact, according to an Times article, she has been giving her employees unlimited holidays for nearly a decade. She stated: "I'm all about people realizing their potential in a lateral way and not moving up the career ladder rung by rung."

Jenny and her team believe that advertisers deserve accountability and complete transparency from their media agency partner. Plus, she feels that the best work comes from the best people servicing a client's business, regardless of their media budget.

The7stars has championed a transparent way of working since inception by believing that their clients should be the agency's sole source of income. They do not do any deals with any media or technology vendor that benefits the agency directly, and the7stars are the only media agency in the UK to support and agree to ISBA's recommended client / agency contract.

Devika Bulchandani President of McCann New York



Devika was named President following the many accolades for McCann New York's iconic

"Fearless Girl" campaign for State
Street Global Advisors, which didn't
use any traditional advertising, but
took Wall Street by storm in March
when it debuted in Bowling Green
Park. She is leading the New York
office by encouraging a diverse and
creative culture to ensure that clients
can thrive amid the complexities of
today's marketing ecosystem.
Devika Bulchandani is President

of McCann New York, a post she assumed in 2017. Previously, Devika served as Managing Director of McCann New York and President of McCann XBC, McCann Worldgroup's agency unit dedicated to MasterCard.

Prior to being named President of McCann XBC in 2014, Devika had served as its Chief Strategy Officer. Formed in 2012, McCann XBC works on MasterCard's global marketing efforts alongside additional McCann Worldgroup companies such as MRM//McCann and Interpublic agencies such as R/GA and Octagon. Devika is responsible for focusing the entire XBC team around the world on ensuring that MasterCard's global "Priceless" platform, introduced by McCann in 1997, works in new and ever more relevant ways.

Previously, in addition to directing the strategy for McCann XBC, she was Managing Director of Global Strategy of McCann, building and managing the Global Strategy Group that was focused on developing new and integrated ways of working for McCann's Global Brands.

Earlier, beginning in 2005, she was Chief Strategy Officer of McCann Erickson's flagship New York office, with strategic oversight for the agency's entire client base. As a member of the McCann family since 1997, Devika has been a driving force for many of the agency's clients across a myriad of categories including retail, CPG, finance, travel and technology. Prior to joining McCann, she was a founding member of the Account Planning Group of Anderson & Lembke in New York. Previously, she was with the Ford Foundation.



Jon Chin Partner, Regional Client Director, APAC for Ketchum

Jon believes that "grit" plays a very important role in innovative solutions, particularly when working to obtain buy-in from multiple stakeholders. He serves as regional lead for one of Ketchum's largest global packaged goods clients and provides outstanding counsel and relentless commitment to Ketchum's Asia Pacific brand clients.

He has the ability to integrate three critical strengths to build succe ss for his clients: 1) understanding brand communication and social business, 2) building communities, and 3) sensing what makes consumers tick—in terms of how and why they behave, how they spend their money and discovering how brands fit into their lives.

He says, "I've been fortunate to have had many opportunities to innovate for brands that I've worked with in both design idea-- from conceptualization to execution, and business operationalization—in terms of improving effectiveness and efficiency.

Jon is driven to make a genuine sales impact on his clients' businesses through the engagement of insightful communication and strategies that meaningfully connect brands with the right channel consumption. He also admits that these goals can be achieved through a spectrum of solutions that may or

may not include advertising.

He's especially proud of how

Ketchum became the first agency
to deliver an omnichannel training
program for SMEs in Singapore

– created as a result of knowing
the Singapore trend and market
conditions. "We worked hand in
hand with the government agency
to deliver this, which was another
first for Singapore. The program
was very well received and has
continued since."



Malcolm Devoy Chief Strategy Officer EMEA for PHD Worldwide.

Malcolm contributed to building PHD's global planning system, Source. Working with leaders within the gamification space, and co-authoring books on gamification, he helped PHD launch the media world's first gamified planning system, which has been the catalyst to winning some of the world's largest global communications planning accounts.

His books focus on challenger brand behavior- Overthrow: 10 Ways to Tell a Challenger Story, 2012); gamification- Game Change, 2013; and artificial intelligence- Sentience: The coming AI Revolution and the Implication for Marketers, 2015. "Innovation," he says, "is one of those elusive things that gets bandied around as the answer to everything. Whereas it might not be the answer to everything, it does live up to the hype of being the thing that can change the way things are done, or the fortunes of a brand or company forever. For this reason,

we ensure innovation and strategy sit hand in hand – our strategy directors shape the solution to a client problem, and our innovation directors devise the smartest new ways of delivering that solution."

He adds, "Innovation can often be cultural. It doesn't have to be technical. For this reason, translating innovative ideas to multi markets with a multitude of different cultures can prove difficult. Finding an innovative solution to a problem that transcends markets and cultures is hard. But this is a good thing. If we have an ambition to be the best at creating innovation, we need it to be hard because only then can it also be rewarding when we crack it!"



Ben Gaddis
President of T3.
With a focus on
innovation, Ben
sets the vision
for T3 to help
clients build
Useful Brands

through an agency culture driven by collaboration, prototyping and making cool stuff happen. He launched T3's Innovation Labs to help clients take an agile approach to conceptualizing and quickly bringing new technology, digital experiences and products to market.

Ben oversees T₃ offices in Austin, Atlanta, New York and San Francisco. He helped craft innovation, marketing and loyalty strategies for 7-Eleven, Staples, UPS, Allstate, Coca-Cola, Sprite and other clients. He also created T₃ Ventures that invests in, and provides consulting and services to, promising early-stage start-ups. Before joining T₃, Ben was at T:M Interactive, where he helped American Airlines launch its first mobile initiative. He then went on to become Vice President of business development at Omnicomowned ipsh, where he developed enterprise-level mobile strategies for Frito-Lay, Nokia and AT&T. He started his career in account service at The Richards Group. Ben is also a Techstars mentor and a contributor to Wired.



Imran Ismail Senior Partner, Director Business Science and

Analytics at MediaCom

Imran has practiced in the many fields of data and analytics and is experienced in data solutions, econometrics and advanced digital analytics. He believes that the humanization of data is what matters most to delivering client solutions, and that great data infrastructure relies on systems thinking, or the belief that everything is connected. "The world of data is more complex than ever before," he says.

"One of the challenges I faced was sourcing an advanced solution that allowed for a single source of truth globally. Not all data is equal nor available in a way that delivers near real time insights.

To solve, I designed and built a data management platform that uses technology applications to make cross-country/region data accessible in real time. This led to the building of global effectiveness coefficients that informs any plan linking media performance to business outcomes." Born in Karachi, Pakistan, Imran attended Lahore University of Management Sciences where he received his Bachelor of Science degree in Economics. He continued his education in Dallas Texas at Southern Methodist University for his Masters of Science in Operations Research.



Marc Keating Chief Innovation Officer at Stein IAS (Greater Manchester, UK)

Responsible for leading the digital strategies and innovations, Marc has transformed the way the agency does business. He is the author of Mi Interactions - a bespoke process that provides clients with an integrated approach to their marketing strategy-- which has helped Stein IAS become one of the world's leading B2B digital agencies. When Marc joined Stein IAS (then IAS b2b Marketing), he was tasked with transforming it into the most digitally advanced B2B marketing agency around. Having led the agency to win countless **Business Marketing Association** digital awards, Social Media Agency of the Year at The Drum Awards, RAR Digital Agency of the Year and BMA Marketing Technology Agency of the year, for Marc it is mission accomplished.

"My role," says Marc, "is to join the dots when it comes to creating a connected experience for customers and prospects, so that they don't have to. My peers look to me for direction when it comes to identifying the technologies required to better understand the customer, which is typically in three areas. First, market intelligence platforms that can provide insights to brands. Second, the targeting and nurturing tools to reach and attract those contacts. And, lastly, the performance tracking metrics needed to evaluate campaign success against KPIs, such as lead volume and velocity."

He adds, "We now have an allencompassing Brand Biometrics department with data enrichment, predictive analytics and go-to-market planning at the heart of what we do. We spend a lot of time under the hood of our clients' technology stacks sorting out various technical and systems architecture issues, so sometimes we feel a bit like International Rescue. People like the sound of innovation but often forget – like the best things in life – it requires a lot of hard work and upkeep."

Marc joined Stein IAS 12 years ago following the sale of his digital marketing agency RiverInteractive to Mediasquare plc. Prior to joining, Marc worked at communications giant IDG, where he was involved in a number of high-profile initiatives including the creation of Web Central, IDG's first UK online Web portal and TheWeb magazine, the first Internet news-stand magazine launched in the UK.



Helen Lin President of Digital Investment & Global Partnerships

at Publicis Media.

Considered a catalyst of innovation, a pioneer of programmatic, and a fierce believer in diversity and inclusion, Helen's vision, collaboration and leadership are reshaping a changing industry. She also now serves the Digital chair for the American Advertising Federation (AAF).

With over 20 years of experience in digital media and marketing, Helen now manages the digital investment and upfront negotiations on behalf of the entire Publicis Media network, representing the group in industry leading initiatives.

"Innovation is not an option," she says. "It is a necessity to achieve success for our clients. The industry is experiencing a time of massive disruption, changes in consumer behaviors and emerging technologies, and it is imperative that we are continually thinking of ways to refine our strategy, be on the cutting edge of ad formats, partners and platforms and collecting insights from our data."

Prior to her current position,
Helen served as EVP – Managing
Director, Digital & Magazine
Activation at Zenith for over five
years, overseeing the planning,
buying, integration and analysis of
digital media platforms and print
properties for clients including
Verizon, Chase, Coty, Kohl's,
Farmers, Puma and many others.

In this role she also led various major agency initiatives. First, she spearheaded the effort to bring Zenith's print and digital activation teams into one, making Zenith

the first in the industry to make this realignment. Following this success, she helped to lead the practice of bringing Programmatic Competency in-house at Zenith, integrating programmatic capabilities into client teams, and recently she played an integral role in the effort to integrate Analytics into Communications Strategy teams at Zenith, beyond digital measurement.

Helen's professional focus goes beyond client work, as she has established a reputation as an incredible mentor and role model among her teams. As the Executive Sponsor of the Women's Business Resource Group POW! (Power of Women), Helen makes it her personal mission to create conversations around female leadership and diversity in the workplace.



Andrew
Littlewood
Head of
Knowledge for
MediaCom
North America

Andy is responsible for working with key agency departments including Planning, Digital, Analytics and Insights to ensure that data, research, and knowledge benchmarks are at the center of MediaCom's operations to drive business outcomes for clients.

He jokes that he has a habit of getting job titles that signal change. "Seven years ago I became a Chief Data Officer – I think I was among the first in any media agency globally. Over that time my focus

was to create truly holistic data teams who could flex from digital and direct response analytics right through to complex statistical models. Now I have a Knowledge title, which is a great privilege, but also a great challenge! The title represents a shift that I see in our industry. As we gradually automate advertising, there will be a greater requirement for people with a holistic skill set to pull the levers/push the buttons. In the future our people will be more agnostic, guiding clients marketing investment across many platforms, fusing both the insights of data and the outputs of creativity to deliver the best ROI. In an industry that has traditionally specialized, this is a new breed of 'unicorn' that we need to develop; to do this we need more people with 'horizontal' as well as vertical experience."

He adds, "Over the years, I've watched the questions clients ask become increasingly 'horizontal.' A few years ago, they were focused on channel expertise e.g. digital, now this has evolved to a focus on how the entire mix can drive their business, both long and short term. To answer these questions, we are looking at every touchpoint, the content within it and how we can leverage the entirety of the system to move their business."

With over 14 years of industry experience, Littlewood began his tenure with MediaCom Australia. Since then, he has been extremely successful in the establishment and leadership of the agency's Business Science team. He has also been responsible for the leadership of key econometric and analytical

engagements with blue chip clients including Queensland and New South Wales Governments (former client), Energy Australia, Revlon, P&G, Audi and Volkswagen. Andy has now lived in three continents. "I can safely say I've sampled a great diversity of climates as I've traveled the world. Coming initially from Scotland, then moving to Sydney and now living in New York I have moved between bleak, fantastic, and strongly seasonal climates. I've acquired new skills, like surfing and barbecuing along the way, and now am engrossing myself in the complexity of American sport."



Scott
Litman
Founder &
Managing
Partner of
Equals 3
Scott
co-founded
Equals
3 when

he saw how technologies could help professionals unearth crucial insights from massive amounts of data and convert those insights into strategies. Lucy, the company's proprietary, augmented-reality solution—powered by IBM's Watson-- carries out tasks quickly with her powerful information-gathering and analytic capabilities-freeing marketers for higher-level problem solving.

Equals 3 is based on an interesting equation: You + Lucy = 3, or "Better than the individual and better than the machine, are the two together." Scott recognized that marketers in the digital age "aren't just swimming in data—they're drowning in it.

There's just too much, from too

many sources, in too many different forms." He wondered if the latest innovations in artificial intelligence could be forged into tools to help marketers do their jobs better and faster. His musings paid off. AI can indeed improve a marketer's business life.... With a little help from Lucy.

Scott Litman is an entrepreneur in search of new ways technology can advance the mission of chief marketing officers, advertising, and media agencies. From the early days of the Internet and the first websites, to business portals of the dot com era to the latest generation of 1:1 marketing — integrating sales, service, and marketing -Litman and his business partner Dan Mallin have a broad history of building businesses that help clients, including Fortune 1000 marketers and large ad agencies, take advantage of cutting-edge digital transformation.



Marc Maleh Global Director of Havas Cognitive With an agency

specialization in AI and data-driven solutions that can be used to design and build personalized experiences at scale, Marc sees how technology has the capability to shape the customer journey, and believes that consumers want that journey to be comprised of experiences.

His job is to create more valuable customer experiences that drive new levels of business impact across product, creative and media.

Marc has over 13 years of experience in interactive and emerging technology, yet he acknowledges that his biggest challenge is the vast number of new communications platforms that we have to navigate. "Every platform—whether you are talking about TV, Amazon Echo or Google Home, a VR headset, a tablet or phone, or a social platform such as Instagram or Kik—has a unique set of benefits and constraints.

We need to understand how these platforms work alone and in conjunction with one another, and how both consumers and brands can actually use them today in various parts of the world. Just because a strategy works in Boston doesn't mean it will translate to people in Berlin or Buenos Aires. This is especially important when it comes to the use of data, given the variations in privacy regulations we see from one country to the next. And, of course, those platforms and regulations are constantly changing."

He also admits that he doesn't like using the word "innovation." He says, "It's been bastardized in the same way the term 'big data' has been. If I think about innovation in marketing, it's primarily about creating platforms, services, and content on devices that brands haven't previously utilized."

He adds, "We can come up with the most insanely innovative solution, but it will never come into being without client buy-in. Whether you're talking about artificial intelligence, virtual reality, voice interfaces, or something else, you have to be able to educate people and make them feel sufficiently comfortable to take the journey with you."

Prior to his role as Global Director of Cognitive at Havas. Marc served as VP, Managing Director at R/ GA, where he helped grow a team of Data Scientists, technologists, and creatives who built data driven platforms and campaigns for Nike, LA Dodgers, MD Anderson Cancer Research Center, Samsung and Verizon. Marc has also managed international design and technology teams in New York and Shanghai for Screampoint, working with clients that included Apple, AIG, World Trade Center Development, Hudson Yards Development and Jamba Juice.



Hannah Mirza Global Head of Partnerships at MediaCom

Hannah is redefining what the media agency is all about. Taking it beyond buying, planning and content and into the consulting and technology partnerships business. Her vision of a media agency is one that sits at the center of a web of knowledge, has unprecedented contacts in the tech space, expertise in knowing how to apply technology and the partnerships that can make that happen. This new media agency is all about bringing new technology opportunities to clients, be they from existing vendors or new start-ups, and using them to solve business and marketing challenges. The answers will not just come from traditional media vendors but from innovations and collaborations at the juncture of

media, creative, technology and consumers.

But while many may have that dream, Hannah has turned it into reality:

- She has led the development of Launchpad for Mars, the global FMCG brand's solution for the rapid pace of consumer tech evolution. Launchpad gives MediaCom a key role in identifying the new technology that can help Mars keep on top. By sourcing business challenges from across the Mars and MediaCom family, the programme then works with start-ups and innovators to plug those gaps and create solutions, which can be scaled after successful pilots.
- Internally, she is charged with developing behaviours across the network that encourage experts to have much wider connections and contacts in this area, enabling the agency to maximise the digital opportunities for its clients. She is currently working with the Australian, Polish, French, American and Singapore offices to help them establish innovation consultancy offerings for local clients.
- Externally she acts as a consultant to MediaCom's biggest clients, guiding them through the technology maze and leading regular trips to shows such as CES and tech hubs such as Silicon Valley that are designed to help marketers understand tech culture and show where opportunities

well beyond paid advertising and content distribution could exist. These trips have led to projects in emerging areas of communication such as voice, augmented and virtual reality as well as Internet of Things solutions.

In addition to these achievements, she also manages MediaCom's strategic digital partnerships working with Google, Facebook, Snapchat, Yahoo and Twitter amongst others, as well as collaborating with Venture Capitalists Firms and Accelerator programs to develop a pipeline for future partnerships.



Kate
MacNevin
Global
President
and Chief
Operating
Officer of
MRM//
McCann
Kate is
focused on
creating the

next level of customer experience on behalf of MRM's clients as she connects and aligns an entire global agency network. She is respected among partners and across every level of the organization due to a relentless dedication and determination.

Kate is responsible for leading all the agency's business operations globally. She also remains a key leader on McCann Worldgroup's global General Motors business. Kate's success comes from more than 25 years of marketing communications experience throughout a wide spectrum of categories. She knows how to build strong brands and deliver award-winning work, and is uniquely skilled at providing the vision necessary to ensure global efficiency, consistency and excellence.

Kate began her career in 1992 in her native Canada working on the Procter & Gamble account at Grey Canada. In 1994 she moved to Cossette Communications Marketing Toronto, where she developed integrated communications solutions for accounts across diverse sectors such as retail, financial services and telecom. It also led to her entry into automotive marketing. In 2004, she was promoted at Cossette to VP, National Business Leader with responsibility for a range of accounts, including General Motors of Canada Ltd, Shoppers Drug Mart, the Ontario Lottery Corporation and Petro-Canada.

In 2006, she joined MacLaren McCann in Toronto, rising in 2009 to become General Manager in charge of the GM Canada business. In the spring of 2012, the Commonwealth//McCann agency was created to handle the consolidated global Chevrolet account, with Kate joining the newly formed Detroit-based unit as Director of Global Operations. In 2014, Kate was promoted to EVP, Executive Director of Global Operations. She was named Global COO for MRM//McCann in 2016, and promoted to Global President in 2017.



Tyler Murray Chief Strategy Officer, Managing Partner and Global Business

Lead at TracyLocke Chicago

Tyler is a passionate and effective advocate for transforming shopper marketing into insight-infused, conversion-driving communications that increase sales and build brands across countries, clients, customers and classes of trade.

While a strategist first, Tyler has used his nuanced insight into consumers, shoppers and customers, informed by new sources of data and an obsession with analytics, to reinvent his team, his company and their ways of working in multiple countries. Importantly, client satisfaction and revenue growth have both improved under his leadership.

Under Tyler's direction, TracyLocke has taken a much more data-informed approach to developing business, marketing and shopper strategies, innovating their entire way of working. He has driven this change in order to ensure they can make smarter recommendations in this increasingly complex international environment, where change is constant, customers are also competitors and the need for mobile content to accelerate conversion is urgent.

According to a colleague at TracyLocke, "Understanding the importance of insights to deliver

truly great work, Tyler doesn't just lead by example, but inspires others to rethink how we reach our consumers across the entire path-to-purchase, beyond just one moment at shelf."

Like many global marketing leaders, Tyler has been working to balance clients' need for the efficiency and consistency of global scale programs created centrally or regionally with the pressing need for local relevancy and authenticity to help drive sales in the local market.

To address this challenge, Tyler created a new, tiered approach to content creation, making it easy for his team and clients to adjust the scope and pricing of TracyLocke's work to the degree of customization actually required. This has streamlined the process of developing local/regional/global scopes of work and provided clients with much more transparency around the cost drivers associated with local customization.

This innovation in processes/ pricing has gone a long way to helping his clients get the benefits of both global scale and local customization to maximize relevancy.



Myles
Peacock
Chief
Executive
Officer of
CreativeDrive
As Myles
leads the

world's largest studio network, his energy is dedicated to transforming the quality, value and productivity of meaningful content connections between marketers and their customers. From camera to customer, with platform expertise coupled with end-to-end technology enabling maximum utilization and leverage, he is changing models of engagement and marketing effectiveness.

Myles heads Creative Drive's global executive team's strategy, client service and performance offerings, continuously seeking to simplify the content creation cycle for the benefit of clients and brands.

Under Myles's leadership,
CreativeDrive has gained industry
recognition as a new business
model that is challenging the
advertising agency status quo with
content ideation, creation, and
production that is best of class
yet easy, agile and affordable.
CreativeDrive ideates, produces
and delivers high-quality content
quickly, at a massive scale, in
any language across any channel
or trend.

CreativeDrive's collective of artists has quickly grown to include over 1,000 talented photographers, filmmakers, motion graphic designers, app developers and many other makers, creators and doers. Located in 100 studios across the U.S., Latin America, Europe and Asia, the company is strategically based in economically and culturally smart cities that inspire a fresh, creative point of view for unmatched content in any format.

Myles joined CreativeDrive from eg+ Wordwide, Omnicom's global implementation and production agency, where he was President, Americas, Global Brand Leader and original Worldwide COO and Co-Founder. He has more than 20 years of marketing communications experience across Asia, Europe and North America.



Sean Reardon Chief Executive Officer of Zenith and Moxie

Sean connects the dots across disciplines in a way that brings flexibility to clients, while redefining today's agency model. A believer that big ideas are only as good as the ability to execute them, he encourages a focus on translating ideas into actionable outcomes that impact the bottom line.

He admits that launching a new brand positioning for Zenith earlier this year was one of the most rewarding experiences of his career. Called ROI+, it blends the fundamentals of communications planning with next-gen data solutions to fundamentally change the speed, prowess and precision with which Zenith now tackles a client's media needs. He says, "Zenith has been The ROI Agency since 2002; this ensures we set the standard as the ROI agency for the next fifteen years as well."

Additionally, ROI+ provides a mechanism that ensures connectivity

and consistency in how we approach a client challenge across the globe. Sean Reardon believes that innovation is more than technology, and says it's looking at and addressing challenges in new ways. "A lot of people correlate innovation with new technology and while I don't believe that is wrong, per se, I find that lens a bit limiting. Innovation to me is finding and using new methods to answer the old, or similar, challenges. For some clients, this might mean employing advanced AI or VR tactics in a plan, for others it might simply be a new approach to buying in the media marketplace. In both cases, clients are changing. It takes courage to change, so there isn't one form of innovation that warrants greater appreciation than another."

That said, he's worked to ensure that the agencies he oversees are an able partner in any form of innovation that a client will have the rationale and courage to pursue.

- At Zenith, he made a bold move a year ago by hiring Tom Goodwin, LinkedIn's #I Voice on Marketing, to lead our innovation practice and challenge conventional standards of thinking about media.
- At Moxie, there is a dedicated unit in the FutureX team and an innovation lab where the team explores everything from advanced robotics to engineered consciousness. According to Sean, "It's one thing to say 'AI and robotics are important;' it's real innovation to show and put it into action.'"

Prior to taking over the helms at Zenith, ROAR and Moxie, Sean spent time at Publicis & Hal Riney, Goodby Silverstein & Partners and AKQA.



Toby Roberts
Global Head
of Strategy
(Unilever)
for PHD
Worldwide
Toby runs the
strategy team
for Unilever's

global comms planning, and in doing so, worked to create a new structure driven by leaders in strategy, innovation and market engagement for each brand, rather than the traditional hierarchies normally found in a media agency. The result has been huge successes one of the most advanced and demanding clients in the world.

The Unilever Global Strategy Unit was formed in 2013 under the leadership of Robert Ray and Toby Roberts to manage the business for the leading FMCG giant, after PHD was appointed to handle the majority of the global communications planning account in 2012.

Toby believes "The march of technology has meant that the line between marketing, sales, distribution and in many instances the product itself is vanishing. Using these technological developments for brands now means that we can solve many more problems than we used to be able to."

He adds, "The critical thing about innovation is that it has to solve a problem. This sounds obvious, but often gets overlooked. So, the first step is to spend time on determining the real problem we're solving. Then, we can create what we call 'Purposeful Innovation,' or Innovation that is a strategic imperative, not a tactical 'nice to have.'"

Toby also asserts that innovation should deliver disproportionate ROI. "Doing smarter things quicker is the way we build competitive advantage for brands. This could be anything from a better flighting strategy, to building e-comm capability to advising on ad-tech deals."



Franke
Rodriquez
Partner / CEO
(NYC and
Toronto) at
Anomaly
Sometimes you
can go home
again-and to

great success. Franke leads the agency's New York head office after launching Anomaly Toronto. Prior to his Canadian move, he spent six years in New York as Global Business Director-insuring that the Anomaly DNA stays true to core values through inspirational homegrown talent as the agency expands. Franke talks about himself as being one of the "lucky ones." He says, "I get to work at the intersection of creativity, business, technology and popular culture. I wake up almost every day, even the tough ones, and

remind myself how good we've got it on the entrepreneurial side of the creative and communications industry.

Consumer behavior changes, the media landscape evolves, technology advances and so the job is different each and every single day, plus, I get to work in collaborative teams with inspiring people, and THAT is what I love most about it.

I'm driven mostly by the challenge of delivering seemingly impossible solutions for hungry, ambitious clients in stimulating work environments (usually with thumping music playing in the background). And I now have the honor of leading a ridiculously talented team of Anomalies across borders. Four-hundred fifty+ people from our NYC and Toronto offices-all united by a single ambition and desire to do something we and our clients can really believe in."



Marcio Santoro
Co-president
& CEO of
Agência África
(Brazil)
Agência África
is one of the five

largest advertising agencies in Brazil, part of Grupo ABC, acquired by Omnicom Group's DDB Worldwide. He helped realize the dream of Grupo ABC's founders to create one of the largest communications groups in the world-with a special Brazilian DNA that thrives on building global brands through creativity, talent and exceptional results.

Under his leadership, Africa recently launched Pulse Data Moment, a division that combines data from different sources to suggest, implement, and evaluate communication actions to help clients better understand changing consumer behavior. This is achieved by an analysis of short-term trends captured via transactional data analysis, combined with traditional research methodologies that consider broader demographic, social and political changes.

For Marcio, this new area at Africa is the beginning of a cultural transformation. It took more than 7 months of intense study, with the participation of all agency leaders, to incorporate Pulse Data Moment to the full-service structure of the company. It's now becoming a new way for the agency to respond to communication challenges in a fast-paced world, shaped by technology and globalization.

According to Marcio, "The communications market is in constant evolution, and the greatest challenge to agencies is the need to constantly evolve, adapt to new demands and innovate. The agencies that will remain relevant are the ones that generate both brand value and sales volume for their clients." Born in São Paulo, Marcio is an avid surfer. In Brazil, people say all CEOs should learn the sport as in surfing or in professional life, one cannot stand still. Otherwise, the wave comes and takes you away. A lesson that Marcio has learned well.



Aki Spicer
Chief Digital
Officer for
TBWA\
Chiat\Day
New York
Aki lives and

works at the nexus of consumer culture and technology.

He is forging a post-digital approach: integrated ideation and creative development on all businesses.

He has helped expand TBWA\C\D NY's digital practice including social strategy, content strategy, community management, analytics, as well as a social content creative factory (or "newsroom") approach that serves TBWA's proprietary Disruption Live methodology for brands like Michelin, McDonald's, NBC Universal and Thomson Reuters.

Aki has crafted strategy and audience plans for uniquely "millennial" fashion, fun, and food accounts such as H&M, beIN Sports and McDonald's. Currently, Aki is helming a proprietary "Zillennial™" target segmentation for McDonald's — focusing on an evolving new audience of values and behaviors.

Aki joined TBWA from Fallon Worldwide, where he helmed digital strategy for clients such as Cadillac, H&R Block, Cruzan Rum, NBC Universal and Tostino's Pizza Rolls, and co-taught the first e-Marketing curriculum at University of Minnesota.

Aki has also served as an "Officer of Good" for Planning for Good, an ad hoc organization of 2000+

strategic planners around the globe using social networks to collaborate locally and globally on good causes. Clients serviced include Live Earth, Kiva.org, UNICEF, Still For Japan, SmartGivers, Youth Frontiers and YMCA.



Andrew
Stephens
Co-Founder
of Goodstuff
Communications
with Goodstuff that
creativity, ambition

and entrepreneurialism can be the difference between mediocrity and success.

Goodstuff Communications delivers what Andrews like to call: "Media & Some." The shop is built around the competitive advantage clients can realize from ambitious solutions, strategic creativity and entrepreneurialism in media.

Interestingly, the media agency's five Partners have learned their media trade in creative agencies. Andrew has spent nearly 14 years at Goodstuff, and it continues to be one of the Top 20 fastest growing media agency in the UK. Or as he likes to say, "That's different. That's Good."

Andrew has worked in media since 1994 when he joined the media department of Saatchi & Saatchi. In 1999 he joined MG OMD to run both the Virgin Group Management contract and most of the operating Virgin business. One in particular was Virgin Mobile that in 2004

offered Andrew & Ben Hayes the opportunity to launch our own agency. At Goodstuff, Andrew's primary roles cover client management and marketing the agency. Goodstuff are currently Media Week's 2017 UK Media Agency of the year.



Jeff Tan SVP, Mobile Stack Lead at Dentsu Aegis Network A digital

native, Jeff is both a thought leader and a change maker who has worked with global brands on three continents and created the world's first responsive facialrecognition campaign for General Motors in Los Angeles.

He attributes his breakthrough thinking to asking, "Why not?" instead of simply "why." He calls it "being an ideas' advocate instead of a devil's advocate." Doug Ray, President of Product and Innovation and Jeff's boss would agree. "Jeff is constantly curious; always seeking new and innovative ways to help clients better connect their brands with people. As an ambassador for 'mobile-first', he has personally championed emerging technologies and pioneered new products through a combination of vision, passion and subject-matter expertise. He is a fast-learner and the first to jump in and bring others along the journey to adopt the new."

A realist about challenges, he says that most difficult part about any global role today is aligning groups across various geographies and backgrounds with local client teams to a find common innovation goal. He adds, "And from a purely logistics standpoint, varying regulations by region and country can make things tricky." Yet, he has proven that he can succeed.

Born in Sydney, Jeff's parents are Singaporean and first-generation immigrants to Australia. His wife is Italian, and they have an American-born son. He's also a true Internationalist in sports with a goal is to run a marathon on every continent. His sixth one will be this year in Africa. (Antarctica will be the last.)



Ann Wool Partner/ President for Ketchum Sports &

Entertainment & Ketchum Influencer

Not only does Ann consult with teams and clients to develop strategies that leverage sports and sponsorship investments, but she has worked over the past several years to develop a disciplined approach to Influencer Marketing that has been socialized across all Ketchum offices and teams.

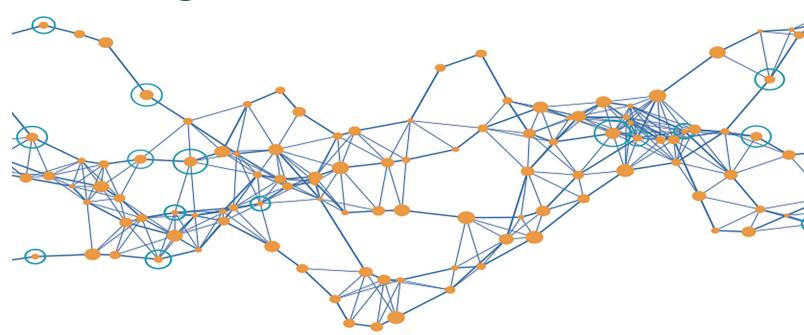
Ketchum Influencer takes an approach to influencer marketing that marries artful storytelling with the science of rigorous analytics. Through Ann's leadership, this new division has developed a reliable and results-oriented method that taps into the highly-engaged relationships influencers have with their fans to create great content.

She credits her energy of your colleagues as a big factor in driving client success. "Our team is made up of people who love to catch the wave of new trends and create products and services that can be applied to solve client challenges. Over the past couple of years, we've created Ketchum Films, Ketchum Influencer, Ketchum Game Plan and Ketchum Sponsorship and Ketchum Sounds."

Ann joined Ketchum as senior vice president and director of Ketchum Sports Network in 2001 and became a Ketchum partner in 2009. In 2012, Wool was one of 40 professionals profiled by Sports Business Journal in its annual "Game Changers" feature, dedicated to celebrating women who are making an impact in the sports industry. Prior to joining Ketchum, Wool spent 10 years at Edelman, where she played an instrumental role in establishing a sports and sponsorship marketing practice.



Building Future-Proof Brands in an Algorithms-Driven World



Given social media's power and Facebook's recent farreaching changes, it's a good time for Marketers to revisit the fundamentals of their Brand Communications Strategies.

Retaining control of any agenda in an era of constant digital transformation is challenging.

However, it is the only way to future-proof your marketing efforts and drive results.

Facts

Across most popular Social Networks, visibility of a Brand's posts in users' feeds is dictated by evershifting algorithms that act like moving targets. Facebook, still the predominant global platform, is constantly tweaking its News Feed algorithm as Organic Reach has been declining for years. Engagement has been dropping as well, despite a continuous investment in Promotion.

In January, Facebook announced that it is changing its algorithm again to improve user experience and offer meaningful and authentic interactions between

Evolution of Paid Reach, Organic Reach, Interactions for Post



people. However, this new change will further restrain the visibility of unpaid brand posts.

Implications

Marketers no longer have unpaid access to Facebook's 2.2 billion monthly active users. Higher Engagement doesn't positively impact the organic distribution and amplification of a Brand's content as before.

Organic Reach of pages will likely decrease further, but this is also dependent on types of content and levels of engagement.

Facebook's latest News Feed overhaul could have an impact on paid performance as well. As more advertisers come aboard, competition increases in the ad-auction, which generally results in higher ad prices.

Recommendations

Establish a Content-First approach.

Rework content strategies to ensure you are

consistently producing and posting meaningful, conversation-provoking content to mitigate the negative impact on Organic Reach and retain a good Facebook Ads' Relevance Score, that continuously optimizes your paid investment.

In his announcement, Zuckerberg wrote that "Pages making posts that people generally don't react to or comment on could see the biggest decreases in distribution. Pages whose posts prompt conversations between friends will see less of an effect."

Add more interactive or snackable gamified content into the mix or use timely content that users will more likely have an opinion on. Live videos, based on Facebook data, get on average six times as many interactions as regular videos. Evergreen content that can be useful for your audience for longer periods of time, gives you the opportunity to repurpose it again and again, and can have an extremely long lifespan. User-generated content triggered by regular activations drives multipletimes higher engagement than plain branded content.

Start being strategic and consistent with the content you publish and promote. Steer clear of "Engagement Bait".

Avoid seeking to manipulate the News Feed algorithm by enticing Engagement to achieve higher Reach. Machine Learning and models that Facebook has developed to protect users from this type of content means that "engagement bait" will appear less in the News Feed.

Encourage users to follow your Facebook page.

According to Facebook, people following Pages will still see those Pages' posts at the top of their News Feed. Going one step further, you can also create invitation-only Groups for your most engaged audience, leveraging Facebook groups to listen,

nurture and further connect with your Brand's advocates.

Capture the Attention of your Audience.

With consumers' attention spans constantly dropping and billions of daily published pieces of content competing for their attention on the feeds, your visual content should be able to cut through the noise. So, don't leave it be an afterthought. Algorithms can now predict which areas/objects are most likely to attract consumers' attention – before the viewers are even aware that they're looking at something. As a result, only Brands that can be armed with data-driven predictive knowledge on their content's performance and consumers' attention probability, are best equipped of driving visual assets' optimization and best utilization in advance.

There is a world beyond Facebook.

Create a healthy distribution mix, building across multiple channels to secure your Brand's Visibility. Contrary to Facebook where the primary appeal is connecting with family and friends, Google and other search-friendly platforms as YouTube (Facebook is not currently indexed by Google) are the main outlets people will turn to, when in need to search for the areas they are interested in. As a result, seeding search-engine optimized content beyond Facebook can connect the Brand with its values and make it visible when people are searching for the things they care about, as people will rarely search directly about a Brand. With currently over 2.5B active users globally, you may also want to explore your Brand's participation in Messaging Platforms.

Influencer Marketing 2.0.

As the large majority of influencers own Brand pages, they will also likely experience the negative impact of Facebook's recent algorithm change.

Make it a habit to also think beyond mega influencers. Think basics, leveraging influence networks such as your employees to further build advocacy.

Most importantly: Focus on Owned Media: Your website. Your email list.

You own nothing in Social Media. Building purely on social networks is like only investing on rented land. As marketers you need to be concentrating efforts on always driving users recruited across social or search, back to the experiences you own, or access to them could be wiped out during the next algorithm change.

Keep Testing, Measuring & Going Back to the Drawing Board.

As the role of earned media, influencers, friends, and networks continues to grow, driven by Algorithms seeking to secure users' experience when the latter are out and about on the various networks, continue monitoring your data and analytics on a regular basis, focusing on the KPIs and metrics that matter the most, to optimize and adjust strategies accordingly.

The reality is that, as marketers, we don't always need to go big, market to everyone. We just need to reach our potential consumers, when and where they are ready to buy. The prerequisite to achieving razor-sharp targeting to mass relevant and qualified audiences is that we must have access to the most powerful insights into our data. That is where Artificial Intelligence and Machine learning will keep disrupting the industry. The winners will be those in the position to best exploit their data and extract useful insights faster than their rivals to provide consumers with exactly what they need, when before they know they need it:)

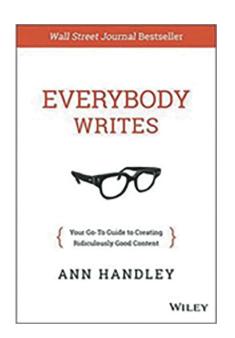
Learn more at the XPLAIN Blog (https://xplain.co/blog/)

Marketo Recommends 30 Books to Make You a Better Marketer

Marketo, the organization that creates marketing automation software for today's companies, has posted a list of 30 books that should be on every marketer's bookshelf. Interestingly, all books are written by influencers who regularly share insights across social channels. Each book is intended to help elevate your marketing game.

The 30 books fall into five categories:

- Content
- 2. Thought leadership
- 3. Digital marketing
- 4. Engagement
- 5. Leadership development



CONTENT MARKETING

Content Marketing is a vital part of the Engagement Economy and an important way to develop strong relationships with your customers. If you want to increase brand awareness and provide real value to your audience, content marketing can help. Six books are recommended:



Ann Handley's Everybody Writes: Your Go-To Guide to Creating Ridiculously Good Content

Ann gives in depth, expert-level guidance through the creation of content across all of your assets. Her goal is to make you look as smart as you possibly can. How can you NOT get excited about that?!



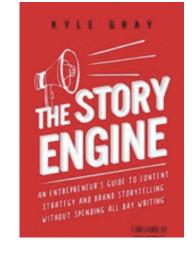
Michael Brenner's The Content Formula: Calculate the ROI of Content Marketing & Never Waste Money Again

In this book, Michael divides up content success into three stages: 1) how to build the case for content marketing within your business, 2) how to find the budget to establish a new content marketing program, and 3) how to measure success once you've implemented your strategy. Michael makes content marketing manageable!

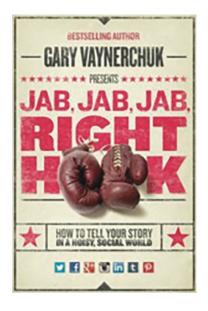


Kyle Gray's The Story Engine: An entrepreneur's guide to content strategy and brand storytelling without spending all day writing

Every great B2B company started out as an entrepreneur's dream. Kyle breaks down how to rapidly get to your brand to the place where you want it to be through actionable and concise strategic moves.







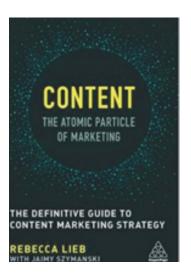
Gary Vaynerchuk's Jab, Jab, Jab, Right Hook: How to Tell Your Story in a Noisy Social World

This New York Times bestselling author has a few tricks up his sleeve when it comes to building a true connection with your customers across all social media channels. Gary taps into best practices for several different social platforms as well as how to make sure your content aligns with what your customers want most.



Rebecca Lieb's Content—The Atomic Particle of Marketing: The Definitive Guide to Content Marketing Strategy

Rebecca does a deep dive into how to find the balance between content marketing and content strategy. With years of deep quantitative research under her belt, she's able to enable her readers to make important decisions in order to get your content to its maximum potential.



Andy Crestodina's **Content Chemistry: The Illustrated Handbook for Content Marketing**

In this 4th edition, Andy digs deep and provides a guide that you'll be referring to again and again. This book is the result of him talking to thousands of content creators at hundreds of companies across the globe. He proves that not only is content necessary, but it can be fun too!





ENGAGEMENT MARKETING

Engagement marketing is the use of strategic, resourceful content to engage people and create meaningful interactions over time. It is the marketer's answer to the challenge they face in the Engagement Economy and it's the ability to deliver personalized and connected messaging at scale and creating authentic relationships with your customers to drive the idea of wantedness.

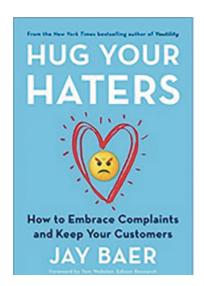
Become an engagement marketing master by reading one, or all, of these books:



Bryan Kramer's There Is No B2B or B2C: It's Human to Human: H2H

As marketers, we've been trained to either speak B2B or B2C, often forgetting we are ultimately speaking to another human being. In this book, Bryan explores communication within marketing and how to find new ways of commonality.





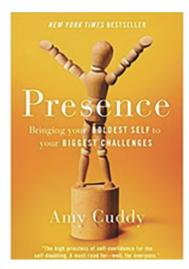
Jay Baer's Hug Your Haters: How to Embrace Complaints and Keep Your Customers

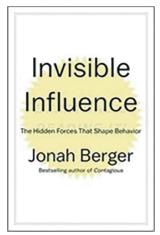
This book shows marketers how to deal with opposition in any channel. Let's face it: you're going to deal with haters whether you're a teeny tiny startup or a big and bold corporate giant. Jay shows marketers how to bring in the human side in order to solve these problems. A must-read for any marketer at any stage in their career!



Amy Cuddy's Presence: Bringing Your Boldest Self to Your **Biggest Challenges**

Amy's famous TEDTalk took the world by storm and has, to date, garnered over 60 million views. In this book, she teaches people how to flourish in stressful moments. In the Engagement Economy, putting your best foot forward cuts out the noise and allows you, as a marketer, to make confident decisions to develop stronger relationships with your customers.human side in order to solve these problems. A must-read for any marketer at any stage in their career!







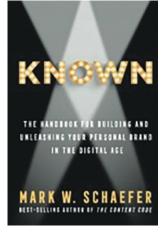
Jonah Berger's Invisible Influence: The Hidden Forces that **Shape Behavior**

In this book, Jonah delves into the psychology and social sciences behind influence, especially that which we may not immediately see. By understanding the key drivers behind human behavior, marketers can develop a more robust plan to engage their customers.



Mark Schaefer's Known: The Handbook for Building and **Unleashing Your Personal Brand in the Digital Age**

Mark provides a step-by-step guide to developing a personal brand, something paramount to success in engagement marketing. As customers are looking to connect on a personal level during their buyer's journey, developing a personal brand will allow marketers to develop deeper relationships and create a personal relationship with each and every one of their customers.





Philip Masiello's Think—Engage—Thrive: Marketing Actions To Skyrocket Your Brand In The Digital Age

Think—Engage—Thrive gives marketers a toolbox to engage in today's data-rich environment in a scalable way. In this easy-to-digest guide, Phil gives a lot of great insight into many industries making it applicable to marketers across the board.



DIGITAL MARKETING

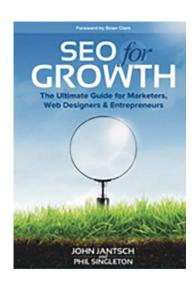
Digital Marketing can be overwhelming in this ever-changing digital world. With so many channels, which should you choose? Which channel is right for your brand and your brand's future?

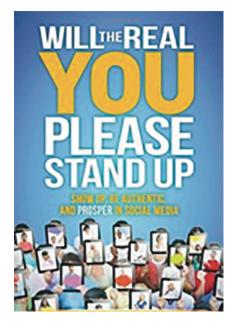
In these six books, you'll find the answer to these questions and more.



John Jantsch's SEO For Growth

In this book, John gives an incredibly in-depth overview of SEO strategy and how it fits into a digital marketing strategy. His straightforward approach to search engine optimization allows marketers to develop a strategic plan and dominate their vertical.





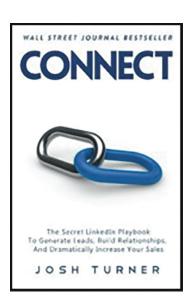
Kim Garst's Will the Real You Please Stand Up: Show Up, Be Authentic, and Prosper in Social Media

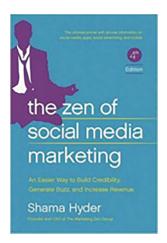
Kim's book isn't simply a how-to guide, it's much more than that. She helps marketers uncover their inner voice in order to thrive on social media as well as in the real world. This comprehensive journey will boost anyone's social media game—from novice to expert.



Josh Turner's Connect: The Secret LinkedIn Playbook to Generate Leads, Build Relationships, and Dramatically Increase Your Sales

LinkedIn is a vast resource for nearly any job function. In this book, Josh covers scalable solutions within the channel allowing marketers and salespeople to use LinkedIn as a comprehensive resource.media game—from novice to expert.







Shana Hyder's **The Zen of Social Media Marketing: An Easier Way to Build Credibility, Generate Buzz, and Increase Revenue**

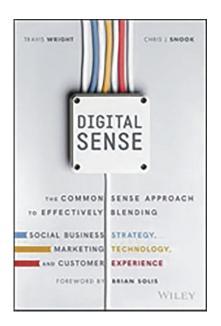
Social media has infiltrated every facet of marketing today. Shana's guide gives essential advice on everything from how to put your best social media game out there, no matter the size of your business.



David Kelly's **Social Media: Strategies to Mastering Your Brand**—Facebook, Instagram, Twitter and Snapchat

David's effective guide will help you maximize your brand's impact on social. The book gives an analysis of specific channels and how marketers can use them best. This critical guide is a great jumping off point for those just getting involved in the social sphere.





Travis Wright's Digital Sense: The Common Sense Approach to Effectively Blending Social Business Strategy, Marketing Technology, and Customer Experience

This complete playbook gives organizations a wonderful framework for a more engaged customer experience strategy via digital channels. As today's customer is savvier than ever, Travis aims to make sure that marketers are prepared to meet the customer where they are.



THOUGHT LEADERSHIP

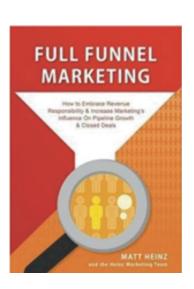
Establishing your spot as a thought leader in your industry is the backbone of great marketing. To elevate your brand to a thought leadership zone requires buy-in from every facet of marketing.

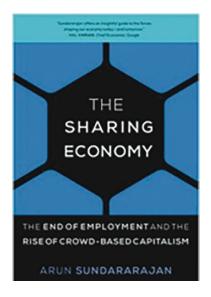
To get insight from a thought leader, check out one, or more, of the following books:



Matt Heinz's Full Funnel Marketing

Matt is a nationally recognized, award-winning blogger, as well as the President and Founder of Heinz Marketing. Full Funnel Marketing gives insight into his rich experiences as a B2B marketer and expands on how marketing has transformed within this space.





Arun Sundarajan's The Sharing Economy: The End of Employment and the Rise of Crowd-Based Capitalism

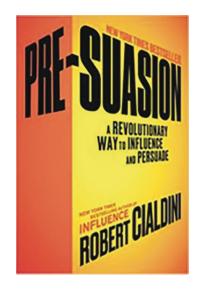
The sharing economy cannot be ignored. From Lyft to Airbnb and beyond, this new business model provides an interesting interruption to the way that business is done. Arun's expertise in this space gives marketers insight into the inner workings of sharing economy businesses.

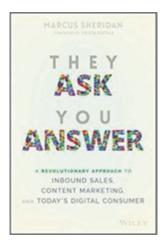


Robert Cialdini's **Pre-Suasion:** A Revolutionary Way to Influence and Persuade

Robert is the most cited psychologist of our time, securing his spot as a thought leader. In this book, he outlines specific techniques marketers can use to develop a digital marketing strategy using influence and persuasion techniques. It operates under the premise that in order to change minds, a presuader must also change states of mind.







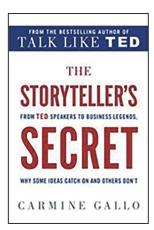
Marcus Sheridan's They Ask You Answer: A Revolutionary Approach to Inbound Sales, Content Marketing, and Today's Digital Consumer

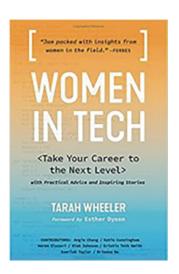
Marcus's passion for marketing shines through in this book. Known as "The Sales Lion," he uses this book to explain how best to turn your customers into evangelists and gives practical advice for marketers in teams of all sizes.



Carmine Gallo's The Storyteller's Secret: From TED Speakers to Business Legends, Why Some Ideas Catch On and Others Don't

In this book, Carmine gives advice on how to become a master storyteller, an invaluable marketing skill. He offers lessons from visionary leaders and gives marketers tips to turn their story into an action-based passion machine.





Tarah Wheeler's **Women in Tech: Take Your Career to the Next Level with Practical Advice and Inspiring Stories**

Tarah combines practical career advice with inspirational stories from some of the most successful women in tech. She gives advice ranging from salary negotiations to how to start your own company. As an added bonus, there are many puzzles within the book. If you run the code, you'll get additional content!



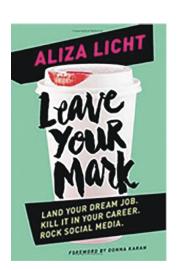
LEADERSHIP DEVELOPMENT

Growth and leadership go together like peas and carrots, to grossly misquote Forrest Gump. Whether you're just starting out with aspirations to one day be a C Suite employee or you're already at the top, these books will help you develop your skills as a leader, and as a person.

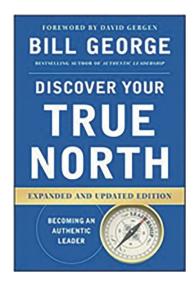


Bill George's The Discover Your True North Fieldbook

This interactive book takes leaders on a journey to find their authentic leadership style. Bill George, along with Nick Craig and Scott Snook, have taken incredible insights from over 10,000 leaders and helped them discover and live up to their fullest potential while discovering their true strengths.







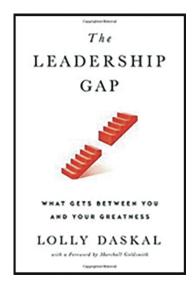
Aliza Licht's **Leave Your Mark**

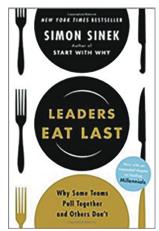
Aliza's knack for PR is useful for anyone from a recent college grad to a seasoned professional with years of experience. As a leadership guide, this book gives marketers techniques to comfortably navigate the lines between personal and professional in today's contemporary working world.

Lolly Paskal's The Leadership Gap: What Gets Between You and Your Greatness

Lolly helps readers discover what kind of leader they think they are and how to guard against anything from preventing progress. A psychological look into the psyche of leaders at every level, this book offers marketers a perspective into themselves and those who lead them. gives marketers techniques to comfortably navigate the lines between personal and professional in today's contemporary working world.







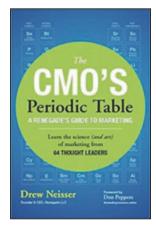
Simon Sinek's Leaders Eat Last: Why Some Teams Pull Together and Others Don't

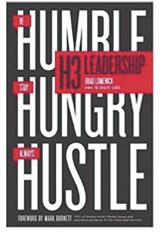
Simon provides an in depth examination of success and failure in teams driven by the principle that the teams that function best are those who would sacrifice for their team. An essential guide for anyone looking to drastically improve their team or build a new one.



Drew Neisser's The CMO's Periodic Table

Garnering advice from over 100 marketing leaders from prominent companies across the globe, Drew has highlighted 64 of these interviews in this book. The book offers advice on everything from research and strategy to risk-taking and shake-ups at the top.







Brad Lomenick's H₃ Leadership: Be Humble. Stay Hungry. Always Hustle

Sharing his insight from more than two decades of work with leaders from Fortune 500 companies and start-up entrepreneurs, Brad outlines 20 essential leadership habits broken down into three categories: Humble, Hungry, and Hustle. In this guide, you'll find a way to lead wherever you are in your career path.



















INDUSTRY STARS SHINE AT 9TH ANNUAL AWARDS FOR INNOVATIVE DIGITAL MARKETING SOLUTIONS ...

Pictured left to right:

- 1 Internationalist Awards for Innovative Digital Solutions at 3Times Square
- 2 Zo Bjorgvinsson, Macy's; Dave Berlin, BP/Castrol
- 3 Samantha Barrett, Ansible
- 4 Tina Qu and Laura Smith, PHD
- 5 Jeremy Pool M/Six; Brendan Banahan; Allie Manning, BNY Mellon
- 6 Marissa Robinson, PHD Canada
- 7 Ginny Hoskins, Integer Group
- 8 JohnToth, Reuters
- 9 Kati Nowrocki, The Economist; Christine Whitehawk, IKEA
- 10 Katelyn Pavloff, PHD
- 11 Nancy Buxo, Western Union & Brendan Banahan
- 12 Kate Dewey, OMD
- 13 Ronen Benatar & Megan LaFleche, Wavemaker
- 14 Spencer Judge, True North Inc.; Brendan Banahan; Leah Drewnowski, True North, Inc.
- 15 Josh Olken, Mars: Brendan Banahan; Archana Kumar, MediaCom
- 16 Vasia Dimitropoulou, XPLAIN; Brendan Banahan, The Internationalist; Yamile Elias, PepsiCo
- 17 Deborah Malone, The Internationalist, Larry Swyer & Geoff Campbell, MediaCom
- 18 Marwa Khalife & Anna Doan, Vertic; Duke Fanelli, ANA
- 19 Ryan Persaud, Rachel Starr & Jennifer Fantin, Carat
- 20 Lawrence Montalvo & Jeffrey Denny, Wavemaker
- 21 The Marchon Eyewear Marketing Team, winners for their arresting Flexwear digital content initiative.





MARKETING MASTERS DISCUSS STRATEGIES IN ORLANDO

The ANA's annual, signature event, *Masters of Marketing*, provides an opportunity to learn and engage with the leaders of the marketing community who have built brands, leveraged the expanding array of media, made marketing more accountable, and improved the quality of their marketing organizations.

In addition to today's *Marketing Maestros*, there's plenty of networking and top entertainment.

Pictured left to right:

- 1 Marc Pritchard, Procter & Gamble
- 2 ANA's Bob Liodice and P&G's Chief Brand Officer Marc Pritchard discussed how the world's largest advertiser continues to raise the bar on creativity to build successful global brands.
- 3 CheapTrick performs at ANA Masters
- 4 Cheap Trick rocks crowd with I Want You to Want Me
- 5 Accompanist to the main-stage presentation by Chase's Kristen Lemkau
- 6 Shania Twain serenades Masters audience in private performance
- 7 Bob Liodice of ANA speaks with Kristen Lemkau of JPMorgan Chase

internationalist

AWARDS FOR INNOVATIVE DIGITAL SOLUTIONS

2018



Deadline for Entries is Friday, August 3

Enter at:

http://www.internationalist-awards.com/new-digital-awards/