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See the latest Case Studies on Purpose & Profit

P&G's Marc Pritchard Talks Creativity & Advocacy

SAP's CEO Bill McDermott Emphasizes Customer Empathy
& Co-Innovation

Amanda Brinkman of Deluxe Reinvents a Brand &
Drives a Revolution

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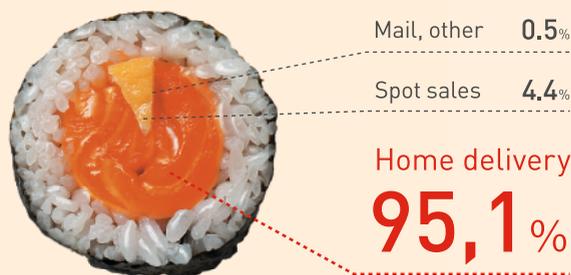
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ABOUT THE INTERNATIONALIST

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.





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A Call for Creativity and Advocacy

Interestingly, Procter & Gamble's Marc Pritchard has set the tone for this edition of *The Internationalist* as his discussion of "Creativity and Advocacy" at the ANA's Masters of Marketing echoes in a number of our feature stories.

Of course, when the world's largest advertiser speaks, the entire marketing community listens. Marc Pritchard, P&G's Chief Brand Officer, outlined his focus as incoming ANA Chairman with an emphasis on three key areas:

- Higher-quality advertising
- Advertising that makes a difference
- Media transparency

At the same time, SAP's CEO Bill McDermott urged business to emphasize customer empathy and co-innovation. Marketers who lead consumer-centric or customer-focused business lives, will certainly applaud McDermott's emphasis on customer empathy as a mandate from the corner office. As marketing leaders play a larger role in contributing to the corporate vision and as their functions become more technology-dependent, it is well worth considering Bill McDermott's thoughts in this issue.

Plus, a feature on our growing initiative with the ANA—*Marketing Makes a World of Difference*—showcases a dozen truly remarkable case studies that represent a revolution in marketing ideals. This is a program of which I am extremely proud, as over 20+ years I've tracked the progression of advertising from "mass selling" to marketing programs that can make a difference on a variety of levels. Our simple description of such programs is that they literally contribute to doing good, while they simultaneously create deeper customer relationships, enhance brand growth, and demonstrate the importance of the marketing function within the corporation.

These ideals, of course, include considerations of "purpose"—a word used so regularly now, and one that Marc Pritchard would surely advocate. However, they also go beyond initial concepts of purpose, as the elements of sound business are very much within their DNA. Although often "charitable," these programs are not simply examples of charitable giving. (Although, we of course applaud those who do make charitable giving a priority.) Again, these business initiatives-- that emanate from the marketing department-- connect with customers' significant personal passions and drive brand revenue in the process.

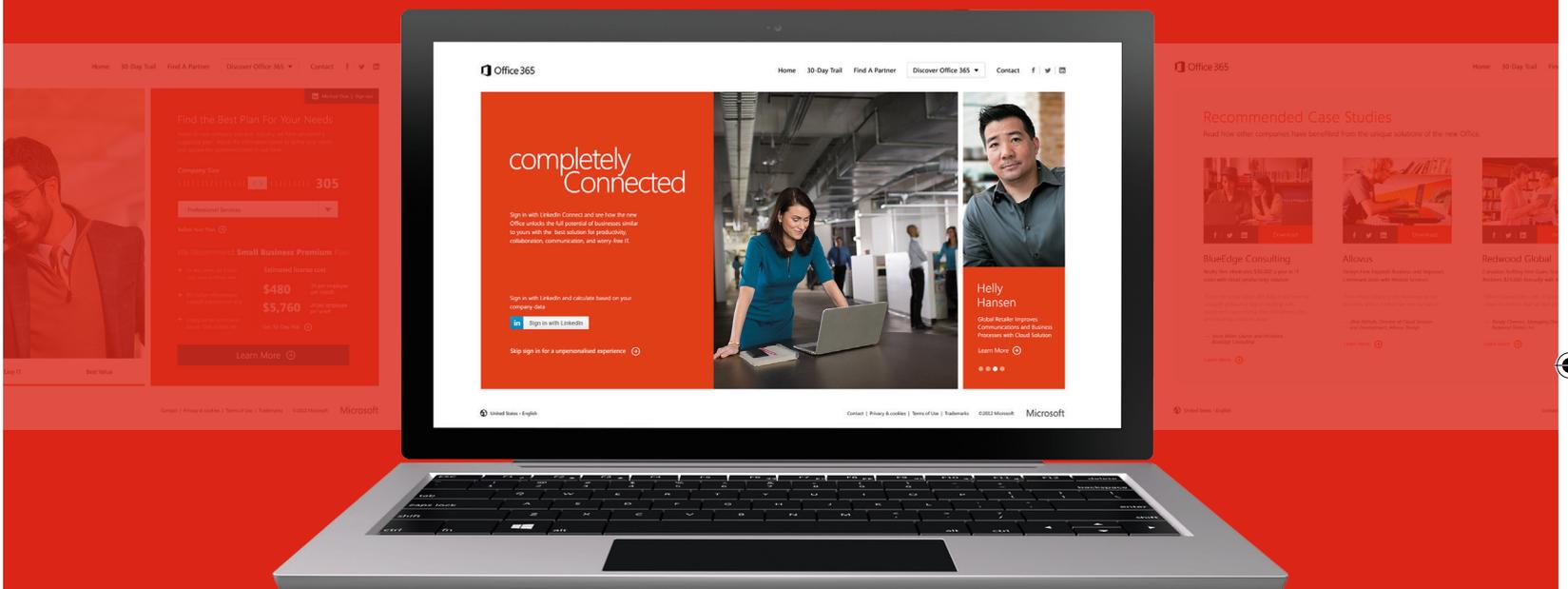
In this issue, we also celebrate this year's **INNOVATORS**—to borrow a term from Bill McDermott-- by highlighting those people who are transforming our concepts of a contemporary advertising agency business. This extraordinary group of 30 individuals from all corners of the globe are embracing change and making a difference for their agencies and for their clients. Without question, we're seeing a greater focus on sophisticated and specialized content creation, as well as a trend in new leaders who operate at the intersection of innovation, technology and creativity... and soon, we hope, advocacy.

Deb Malone
Founder



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Higher Conversion

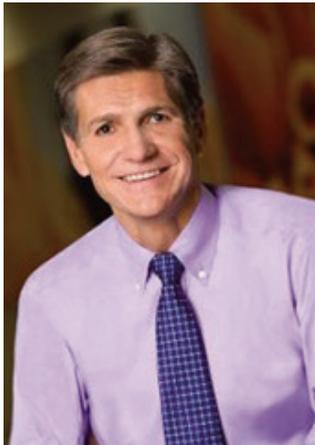
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P&G's Marc Pritchard Talks Creativity & Advocacy in Role as ANA Chair

When the world's largest advertiser talks, the entire marketing community listens. Procter & Gamble's Chief Brand Officer, Marc S. Pritchard, not only shared his thoughts about raising the bar on creativity at the ANA's annual Masters of Marketing conference, but he is taking on an additional leadership role as the new ANA Chairman. He outlined his agenda for marketers, and also offered his perspective on creativity and today's hot-button issues like "content," "media transparency," and "agency relationships."

As incoming Chairman of the ANA, Marc Pritchard will emphasize three key areas:

- **Higher-quality advertising**
- **Advertising that makes a difference**
- **Media transparency**

In both his opening keynote address and his Chairman's speech, Marc Pritchard referred to the industry maxim that "clients get the advertising they deserve." As a result, "Job one," he said, "is to be the absolute best at our craft." He encouraged marketers to "create the very best advertising the world has seen," and added that in the midst of so many negative headlines, it is critical today "to invest in our creative agencies and all the agencies we work with."

Priority #2 for Marc Pritchard is to create advertising that makes a difference. Ultimately, this means work that has the potential to make the world better. "Our voice can be used to step up on important matters such as gender equality, racial bias, diversity and inclusion, and environment and sustainability."

His third area of focus is media transparency, and he stressed that this is a subject to which the entire industry is accountable. "We have spent too much time and money on nonstandard and faulty measurements, and on a media supply chain that is murky at best, and in some cases, even fraudulent. If we can create driverless cards and VR experiences, surely we can find a way to track and verify media accurately. It's time we come together to solve these problems," he said.

There's no question that Marc Pritchard believes in the enormous potential of advertising at its best. In fact, much of his address on raising the bar on creativity focused on what he described as "the craft of advertising." And while he offered a clearer definition of advertising and examples of strong creative work, he also joked, "Let's face it, advertising has a bad reputation. I guess that's why we've been trying to rename it 'content.'"

He made clear that the difference between what he termed "craft" and "crap," and lightheartedly showed how Procter & Gamble was lured into the "content crap trap" by showing an abbreviated version of a 4-minute video

for Pepto-Bismol about a boy raised by goats. (The brand message for those who endured the full video was that Pepto-Bismol can help a human digestive system even fit into a “herbivorous lifestyle” when your loving parents are goats.)

In tremendous contrast to the “content crap trap,” Marc Pritchard showed examples of well-crafted P&G advertising that was inspiring, emotional and unforgettable, like the SKII execution for China’s “leftover women.” He described these examples as “brand masterpieces on a creative canvas,” and emphasized that great work is the result of “an authentic idea that uniquely finds and delivers advertising that expresses the essence of the brand.”

He acknowledged that technology provides marketers with some exciting new tools, like virtual reality and artificial intelligence and a “larger creative canvas for advertising messages with more choices and the ability to create longer pieces of advertising.” However, he felt that good work is rarely the outcome in “the race to be everywhere.” He made the point: “Craft or crap, that’s our creative challenge. Technology enables both,” and added, “It’s really no wonder we’re seeing ad blocking.”

According to Marc Pritchard, “All of us in the marketing community have a choice, and we can set standards for the industry for years to come.” His parting message to the ANA audience? “Raise the bar to be the best... then whole industry will rise.”

The ANA (Association of National Advertisers) elected 15 new members to its board of directors, as well as a new chair, vice-chair and treasurer at its annual conference held in Orlando from October 19–22. The new members are:

Newly Elected Officers

- Chair: Marc Pritchard, Chief Brand Officer, The Procter & Gamble Co.
- Vice Chair: Deborah Wahl, U.S. Chief Marketing Officer, McDonald’s Corp.
- Treasurer: Paul Alexander, Chief Marketing and Communications Officer, Eastern Bank Corp.

Newly Elected Directors

- Paul Alexander, Chief Marketing and Communications Officer, Eastern Bank Corp.
- Maryam Banikarim, Global Chief Marketing

- Officer, Hyatt Corp.
- Robert Case, Chief Marketing Officer, Nestlé USA
- Suzy Deering, Chief Marketing Officer, North America, eBay
- Melisa Goldie, Chief Marketing Officer, Calvin Klein
- Maggie Chan Jones, Chief Marketing Officer, SAP SE
- Denise Karkos, Chief Marketing Officer, TD Ameritrade
- Nadine McHugh, SVP OmniMedia, Strategic Investments and Creative Solutions, L’Oréal USA
- Susan Popper, SVP, Experience Marketing, Hewlett-Packard
- Raja Rajamannar, Chief Marketing Officer, MasterCard
- Tony Rogers, SVP and Chief Marketing Officer, Walmart U.S.
- Megan Stooke, Chief Marketing Officer of Maven, General Motors Co.
- Marc S. Strachan, VP, Corporate Relations, Constituent Affairs, Diageo North America
- Nuno Teles, Chief Marketing Officer, Heineken USA
- Karen Walker, SVP, Chief Marketing Officer, Cisco Systems.

The ANA (Association of National Advertisers) makes a difference for individuals, brands, and the industry by advancing the interests of marketers and promoting and protecting the well-being of the marketing community. Founded in 1910, the ANA provides leadership that advances marketing excellence and shapes the future of the industry. The ANA’s membership includes nearly 1,000 companies with 15,000 brands that collectively spend or support more than \$300 billion in marketing and advertising annually. The membership is comprised of more than 700 client-side marketers and nearly 250 Associate Members, which include leading agencies, law firms, suppliers, consultants, and vendors. Further enriching the ecosystem is the work of the nonprofit Advertising Educational Foundation (AEF), an ANA subsidiary. The AEF’s mission is to enhance the understanding of advertising and marketing within the academic and marketing communities.

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SAP's CEO Bill McDermott Urges Business to Emphasize Customer Empathy & Co-Innovation



Bill McDermott ran his own business through high school and college, then began his professional career at Xerox, where he worked for 17 years. He rose through the ranks to become the company's youngest division president.

He then served as President of Gartner and Executive Vice President of Worldwide Sales and Operations at Siebel Systems. He joined SAP in 2002 as CEO of SAP America, then soon added South America, Asia Pacific and then Global Field Operations to his responsibilities. In 2008, he was appointed to the SAP Executive Board, and in 2010, became co-CEO of SAP AG. He was promoted to the position of sole CEO for the company in 2014, now known as SAP SE. Bill McDermott is the first American to hold this CEO position.

His memoir, *Winners Dream: A Journey from Corner Store to Corner Office*, written with Joanne Gordon, was published in late 2014 by Simon & Schuster. The book won an Axiom Business Book Award.

SAP is one of the world's largest enterprise software companies; in fact, 76% of all transactions run on SAP systems, which tallies to roughly \$39 trillion in global commerce. The software giant has flourished in today's digital economy by dedicating its resources to helping businesses "run simple."

Bill McDermott, the company's charismatic leader, and very much a self-made man, outlined a new vision for the software maker at SAPPHERE NOW, SAP's premier customer event.

Marketers who lead consumer-centric or customer-focused business lives, will certainly applaud McDermott's emphasis on customer empathy as a mandate from the corner office. As marketing leaders play a larger role in contributing to the corporate vision and as their functions become more technology-dependent, it is well worth considering Bill McDermott's thoughts. He admitted before a SAPPHERE NOW audience of more than 30,000 (with an additional 300,000 watching virtually) that the challenges and unpredictability of today's economy is a stark reminder that the customer determines whether businesses win or lose.

"Everything has to start with empathy for the end user and the experience they are getting from your company,"



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said McDermott. **“We feel strongly that design thinking and innovation is the way forward. So we truly have to understand that every encounter with our customers means that we have to understand their customers. We have to make the world run better, we have to improve people’s lives one customer at a time, and that’s the commitment I give to you today.”**

Without question, empathy for the customer, and empathy for a customer’s customer, represent a big shift for an enterprise-driven, global B2B operation.

McDermott predicts that the next five-to-ten years will be far more disruptive than the previous decade with Machine Learning, Artificial Intelligence and Augmented Reality as the next game changers. He said, **“I believe very strongly that intelligent applications will fundamentally change the way you do work in the enterprise and the way to collaborate with your trading partners.”**

He added, **“We believe that the IT industry will be shaped by breakthrough partnerships that unlock new productivity for customers beyond the boundaries of traditional platforms and applications.”**

This simple sentence literally marks a paradigm shift for enterprise thinking, but it also underscores a mindset marketers have worked to adopt as a pillar of both internal and external communications.

In fact, to underscore the significance of co-innovation at every level, Bill McDermott asked Microsoft CEO Satya Nadella to share the stage with him—visibly reshaping how an audience views the significance of partnerships. Nadella told the audience: **“At Microsoft, we are focused on empowering organizations to build systems of intelligence that advance their digital transformations. Together with SAP, we are bringing new levels of integrations between our products that provide businesses with enhanced collaboration tools, new insights from data and a cloud to grow and seize new opportunities ahead.”**



Transformation isn't easy. Corporations today are grappling with multiple issues to become genuinely data-driven and customer-centric, and they're doing so amid constant change. Their customers' habits, desires, and personal technologies are evolving at a faster pace than ever before. Marketing leaders, in particular, have to not only keep pace, but anticipate what's next as they steer a company's image, reputation, brand value and communications.

Bill McDermott clearly knows that there's often a disconnect between understanding technology's capabilities and its implementation, so that an enterprise of any size may find new roads to innovation. Often, it's not the cost of the software, but the cost of managing technological transformation that confounds most

organizations. With sincerity in his espousal of SAP's **“Run Simple”** mantra, he has repeatedly talked about how complexity can suffocate organizations as they seek growth and scale. He is a CEO who takes personal ownership for the company's mission and its need to innovate. And is not shy about citing how 40% of the S&P 500 will no longer exist in the next decade if they do not keep up with technology trends.

As businesses have learned repeatedly, digital technology has changed the game. Bill McDermott often likes to add, **“But customers changed the rules.”** And today he might also remind us that co-innovation partnerships are helping to level a very complex playing field.



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Amanda Brinkman of Deluxe Shows How a Meaningful Content Program Can Reinvent a Brand and Drive a Revolution



Amanda Brinkman joined Minneapolis-based Deluxe in January, 2014 as Vice President, Chief Brand and Communications officer and member of the Executive Leadership Team. Before joining Deluxe, she was Vice President of Brand and Creative Services at Allianz-- also in Minneapolis, Minnesota. Her prior experience includes Vice President of Creative Services at UnitedHealth Group, Director of Business Development at Fallon, and Account Management at Campbell Mithun.

Amanda Brinkman is not one to shy away from a challenge.

As the Chief Brand and Communications Officer of Deluxe Corporation— a century old company known originally for check printing— she had to change the perception of the brand as it evolved to an extensive business services company, while continuing to honor a landmark anniversary. (Plus, Deluxe had a brand awareness of less than 1%, and its advertising efforts were outspent exponentially by competitors.)

So Amanda Brinkman make two leadership moves that are now among the modern hallmarks of good marketing—she turned to her customers to see how she could impact their needs, and she explored how Deluxe could make a meaningful difference to its customers by championing an issue that's authentic to the brand.

The result was indeed a revolution—a small business revolution.

Brinkman certainly knew that the majority of the company's customers are small businesses. What unified the Deluxe offering—whether its legacy check printing or new business services—was that the company has been a proud champion of small business since 1915. As she crisscrossed the United States to talk with business owners, she also learned first-hand that each business had a compelling story to tell. And in a world awash with content, there's no question that compelling stories can be powerful marketing tools.



L I N E S

She also recognized that in the wake of the past recession, small businesses collectively shouldered much of the burden of the economic recovery and kept local communities vibrant. More than 50% of the employed population in America works at a small business, while entrepreneurs and small companies have generated more than 65% of net new jobs in the past two decades.

What touched Amanda Brinkman most deeply, though, was that small business owners were often putting themselves on the line to create something personal, local, and meaningful—largely driven by the power of the human spirit to do good and succeed. So Deluxe decided to celebrate the passion and drive behind every successful small business by telling inspirational 100 stories for each of its 100 years in business, and start the Small Business Revolution.

Deluxe partnered with Austin-based documentary film company Flow Nonfiction and produced 12 mini-documentaries, 88 photo essays, and a full-length documentary on the state of small business in America.

Amanda Brinkman admits that their biggest surprise was how quickly the movement gained momentum. We were touched by the gratitude these businesses felt. It was wonderful for them to get in the spotlight, and to earn a lot of media for them—whether through local business journals and newspapers or through social media. So many people shared these notable stories online. Not only did we gain notoriety for these incredible companies, but there were so many happy aftereffects in terms of business growth.”

She also notes that the focus on content was a smart and economical move, particularly against competitors with bigger budgets. If we were to use our media budget to buy straight paid media, we would be a whisper in a hurricane.” And now people are starting to associate Deluxe with small business success.

The project didn’t end there. Brinkman sees the Small Business Revolution as a new platform for Deluxe with opportunities to build on each year’s success with authentic, new approaches. In fact, Deluxe has upped its commitment to business growth on Main Street by awarding a \$500,000 makeover to one small town, and showcasing the revitalization through a web series this fall.

The company received nearly 10,000 nominations from towns throughout the U.S., and finalists competed in a vote during National Small Business Week. After more than 180,000 votes, Wabash, Indiana was named the winner of the \$500,000 revitalization from Deluxe. (Silverton, Oregon was runner up.)

When discussing the project, Amanda Brinkman adds, **“My biggest takeaway is that as marketers, we can hold ourselves accountable for doing good, and we can do it in a big, authentic way. We can do something good for the lives of real people that can still impact business results. Every brand is capable of that.”**



GLOBETROTTERS



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

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



OLGA OSMINKINA-JONES IN A NEW ROLE AT PEPSICO

Olga Osminkina-Jones has taken on new role as Vice President Global Marketing, Hydration (World Of Waters and Make My Own) at PepsiCo.

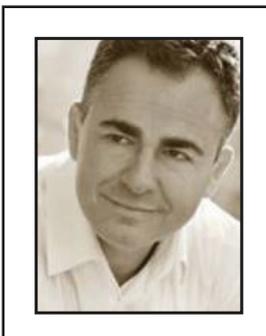
A native of Siberia, she was named an *Internationalist of the Year* for her work in 2014 as Vice President of Marketing for Danone Waters

of America with responsibility for leading marketing strategy and execution for the company's water portfolio, which includes Evian, Badoit and Volvic.

A well-traveled internationalist who speaks English and Russian, as well as French and Italian, she has spent over 15 years in marketing and business development in the consumer packaged goods and retail sectors, and has lived in and worked in Western Europe and Central & Eastern Europe, Middle East and Africa, as well as the United States. Prior to Danone, she served as Senior Brand Director for Heineken. Her earlier roles included Global Executive Director at Estee Lauder and Senior Group Brand Manager at Procter & Gamble in Geneva.

LUIS GALLARDO & WORLD HAPPINESS

Many in the industry will remember Luis Gallardo from his days as the Global Chief Marketing Officer at Deloitte. During that time, Luis spoke at an Internationalist event about his new concept of *Brands & Rousers*, which outlined the 6 R's for success: leading with a purpose and reason, generating and maximizing



revenues, rousing people and dreams, building relationships, maximizing a good reputation, and becoming resilient. This led to a book by the same name, and described as a holistic system to foster high-performing businesses, brands and careers.

This thought process has led Luis to his next evolution--the founding of The World Happiness Summit (WOHASU), a movement dedicated to increasing awareness on happiness as a life choice, as a human right and as an enabler of human development and social innovation. The world needs new lenses to understand growth and how humans and societies can thrive. WOHASU brings together game-changers and shapers focused on how to improve Gross Global, National, Social and Personal Happiness.

If you'd like to attend the first Happiness event, join Luis in Miami from March 17-19. You can learn more here: <http://www.happinesssummit.world/>

MORTEN ALBAEK AT THE VATICAN

Morten Albaek, named an *Internationalist of the Year* in 2012 for his work with Danish wind-energy company Vestas, has a new business called Voluntas which takes many of the marketing values he espoused at Vestas, like sustainability, diversity and equality, and applies them to business evaluations. He recently was part of the historical and inspiring project of supporting the Vatican in bringing the Pope's message of tenderness to the world via arts and technology. He is pictured here with Monsignor Lucio Adrian Ruiz, Secretary to the Secretariat for Communication.





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MARKETING MAKES
A WORLD OF DIFFERENCE



Yes, Marketing Can Indeed Make a World of Difference.

One of today's top concerns among CMOs and industry leaders is understanding how programs can define new marketing thinking as they literally contribute to doing good, while also creating deeper customer relationships, enhancing brand growth and demonstrating the importance of the marketing function within the corporation.

An initiative called Marketing Makes a World of Difference from The Internationalist and the Association of National Advertisers (ANA), was hosted this year by Jury Chair Kieran Foley, Group Marketing Director of Digicel and Deborah Malone, Founder of The Internationalist. It highlighted a dozen extraordinary case studies that demonstrate how marketing is indeed making a world of difference.

The winning case studies for this year's Marketing Makes a World of Difference awards program included:

- **Accenture**, Being Greater Than submitted by TBWA (USA)
- **Ben & Jerry's**, Too Hot to Handle submitted by The Guardian/Guardian Labs (USA)
- **Emerson**, I Love STEM submitted by DDB Chicago (USA)
- **Google**, The Voice submitted by OMD Taipei (Taiwan)
- **Hammock Boutique**, Yucatan Mexico
- **MasterCard India**, #PowerofOne submitted by Digital Arts Network (Singapore)
- **MasterCard International**, Stand Up to Cancer submitted by Carat (USA)
- **Nacional Monte de Piedad**, Sensus — The Universe in His Eyes submitted by Havas Sports & Entertainment (Mexico)
- **National Institute for Blood Transfusion- Romania**, #PaywithBlood submitted by UM (Romania)
- **NIDO** (Nestlé), Mother to a Generation submitted by MEC Dubai (UAE)
- **RIN** (Hindustan Unilever), RIN Career Academy submitted by PHD India (India)
- **Stella Artois**, Buy a Lady a Drink submitted by MediaCom (USA)

ABOUT MARKETING MAKES A WORLD OF DIFFERENCE:

Today's transparent social media environment has dramatically shifted the rules of "doing good business," and global marketing organizations are evolving to address new challenges and opportunities. The assumption of responsibility and the adoption of greater transparency are now critical to how any brand or business plays its proper role in society.

Yet, is a mix of charitable giving, CSR programs, and "green" initiatives enough for the demands of consumers in an Age of Transparency? More companies are embracing big, sustainable ideas that demonstrate true marketing innovation. Their goal is to deeply connect with their customers' passions and values. When done right, business growth is often a result, as is making a world of difference.

This new way of working truly represents a global revolution in marketing objectives and possibilities.





2016 Case Study Winners



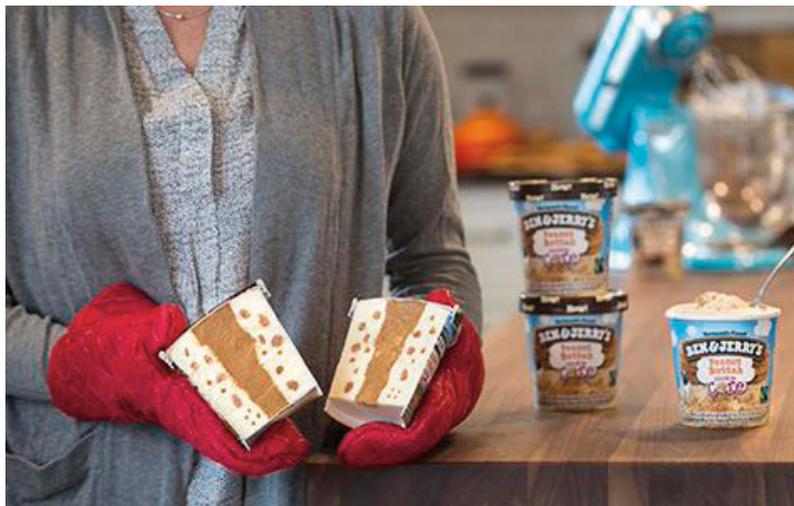
Accenture, *Being Greater Than* submitted by TBWA (USA)

Accenture announced a company goal of increasing the percentage of women in its workforce, while promoting greater gender equality and specifically gender pay equality. To help achieve this goal, the company created Being Greater Than content campaign, showcasing inspiring stories about Accenture women on The Huffington Post and accenture.com. Being Greater Than program exemplifies our company's deep commitment to gender equality around the world and to the idea that equality and inclusion are not merely best practices but, rather, critical imperatives for competing and performing at the highest levels.



Ben & Jerry's, *Too Hot to Handle* by The Guardian/Guardian Labs (USA)

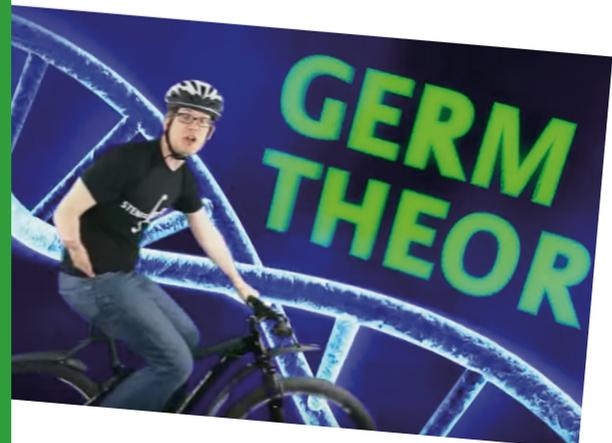
The Guardian, with its roots in the UK, aims to be the sustainability leader within the media industry and to be environmentally regenerative in its activities. In the lead up to the UN Climate Summit, the Guardian and Ben and Jerry's collaborated on a unique content campaign called Too Hot to Handle, which encourages readers to take a lighter look at the dark problem of climate change. Too Hot to Handle has become the single biggest climate change-driven content campaign to date. It saw a significant increase in positive social sentiment and lift in the reputation of the brand through the duration of the campaign.



Emerson, *I Love STEM* submitted by DDB Chicago (USA)

Leveraging its 125th anniversary as an opportunity to accelerate change, Emerson launched a campaign focused on the future: *I Love STEM*. The campaign aimed to capture the excitement of STEM (Science, Technology, Engineering and Math) to define Emerson to both new and existing audiences, with particular emphasis on science-minded youth – the company's future employees, customers and investors.

I Love STEM provided an opportunity for Emerson to show up in unexpected ways, including a partnership with YouTube star and self-proclaimed "science nerd," Hank Green. This broadened Emerson's ability to touch and inspire younger audiences and future engineers. As a result, Emerson saw a 9.7% increase in resume submissions via to its online career page.



WE NEED A BETTER APPROACH TO HELP OUR TALENT THRIVE

The advertising and media industry is facing a problem: our talent pool is in a state of migration, lured away by attractive and big-name tech and media companies.

The Wall Street Journal reported last year how our employees — from agency executives to bright young graduates — are moving to the likes of Twitter, Facebook, Google and BuzzFeed.

The advertising world rightly prides itself on driving innovation, but we aren't renowned for applying this to our talent management. Just as we innovate for our clients, it is time we do the same for ourselves to ensure we attract, engage and retain our best talent.

The answer is not more happy hours.

Talent is the lifeblood of our success. Talent innovation must be at the heart of our business. With the right approach, we have the ability to be a unifying force across our industry — but the rhetoric must shift to reflect the changing face of our technology-enabled and values-driven world.

THE FUTURE OF TALENT IS:

MOBILE. Technology has changed the game. It is no longer necessary to measure output based on hours spent at desks when we can engage with a multinational mobile workforce that is connected in real-time. As leaders, we need to move away from the concept of "owning" talent and be brave enough to embrace the shared economy, borrowing the best for when and where it is needed. It will require a paradigm shift — but if the industry carries on holding tightly to what is safe and familiar then it may miss out on a better solution within reach.

SOCIAL. Digital proficiency in how we identify and attract employees is key. The current generation is more networked than ever and we need to harness these channels to connect more deeply. There is a noticeable shortfall of top executives active on social media; they need to be out there contributing to content, not just reading it. Talent looking at a prospective employer will want to see what the leadership is saying about working there, the industry and innovation.



BY MARIE-CLAIRE BARKER,
CHIEF TALENT OFFICER, MEC GLOBAL

MULTI-GENERATIONAL. People join companies for learning and experience, but how are we delivering on their individual needs to encourage growth? Providing opportunities that allow our talent to develop both personally and professionally will ensure an engaged workforce that is motivated and inspired to deliver. Organizations also need to do more to demonstrate that they are seriously ready for female leaders by inviting women back to work after a career break and creating more support initiatives for families.

BALANCE-DRIVEN. Employee wellbeing is crucial to keeping our talent happy. It has tangible benefits to individuals, organizations and our industry. There is a reason that Google employs a high number of massage therapists, and why technology companies are starting to understand the value of "mindfulness" training for employees. People need space to recharge and de-stress.

SOCIALLY-CONSCIOUS. People want to work for organizations that are aligned with their passions and beliefs. They are looking for authenticity. Companies need to start giving talent a purpose that is centered in the external community. Encouraging your team to work on real-life problems, getting them to collaborate in ways that give back to the world, allows them to feel a part of something larger and an opportunity to operate differentially as a leader, outside of your organization.

The future of talent is already here. The industry must wake up to a better approach in delivering for today's workforce. Without it, how will we continue to grow, innovate, and be the industry where the best want to work?



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THE UNKNOWN THAT WE CAN TRULY THRIVE.**

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Google, *The Voice* submitted by OMD Taipei (Taiwan)

People in Taiwan know Google as an information search engine platform, but could it give people the power to rewrite their future?

The Voice campaign demonstrated how a Google-owned asset could centralize users' voices and return power to the audience during Taiwan's 2016 Presidential Election. For the first time, social voice played a decisive role in a presidential election to sway the future of a country. This campaign demonstrated how to empower people through a media strategy that prioritized audience reach and quality. Google created a neutral hub for election information and a platform to help citizens speak up and ask any question to the presidential candidates--ultimately making it irresistible to join the campaign.

Google created a positive, meaningful impact on the citizens of Taiwan, while also demonstrating the magnitude and reach of Google's resources.

Hammock Boutique, *Yucatán Mexico*

Hammock Boutique is a small business in Yucatan, Mexico committed to providing a sustainable business model to 700 weavers, providing the raw materials to weave custom-made hammocks. Today, the hammocks are sold in Lowe's after the retailer's Supplier Diversity team recognized strong sales activity through the Hammock Boutique website. Craftsmen are indigenous Mayans—90% women, all of whom work from home, so they can earn wages and take care of children, while avoiding the cost and time of a commute to work.

Hammock Boutique helped create Fundación Cielo, which works to increase health, educational, and leadership opportunities for local children of Hammock Boutique's weavers. By providing these services to the community, the Foundation hopes to break the cycle of poverty affecting many citizens in the region. The focus of giving back to the Mayan community in a long-lasting and impactful way represents the core values of the founders, but also a new vision of doing business. Hammock Boutique is not just a hammock company, but an instrument of change. When someone makes a purchase, they directly support Mayan artists and their families, while allowing the tradition of hammock weaving to be preserved.





MasterCard India, #PowerofOne submitted by Digital Arts Network (Singapore)

The #PowerofOne campaign was built on a simple premise: Find a local insight that is meaningful and harness the power of social listening to identify meaningful conversations. Then empower consumers to be an integral part of the brand conversation. By leveraging technology and trends, the campaign created relevant conversations around the idea of a #PowerOfOne individual who has contributed to India’s progress—no matter how big or small.

With the campaign slated to run during the Independence Day period—one of India’s largest national holidays, MasterCard decided to give people a chance to celebrate their unsung heroes through a contest. The winning entry was a story submitted by Mrs Jashanjit Malhi, founder of the Sparsh Foundation—a self-funded organization based in Gurgaon, Delhi. Dedicated to helping hundreds of needy children every week, the foundation provides them with education, food and regular health checkups. Mrs Jashanjit Malhi’s unwavering efforts and selfless devotion have enabled countless children dream of a bigger, better and brighter future.

The grand prize—an award of 18,000 USD (12 Lakh Rupees) to further her cause-- was presented to Mrs. Malhi as a MasterCard Priceless Surprise on Independence Day by Bollywood celebrity, Anil Kapoor.

MasterCard International, Stand Up to Cancer submitted by Carat (USA)

With reduced media budget, but a steady target of \$4MM in donations, the campaign was placed into the hands of the people who could make the biggest difference—everyday people whose loved ones had been affected by cancer. By tapping insights at the core of people’s motivations to support cancer research, we empowered an army of advocates to #StandUp4 someone they love and drive unprecedented campaign metrics and results.





Nacional Monte de Piedad, *Sensus—The Universe in His Eyes* submitted by Havas Sports & Entertainment (Mexico)

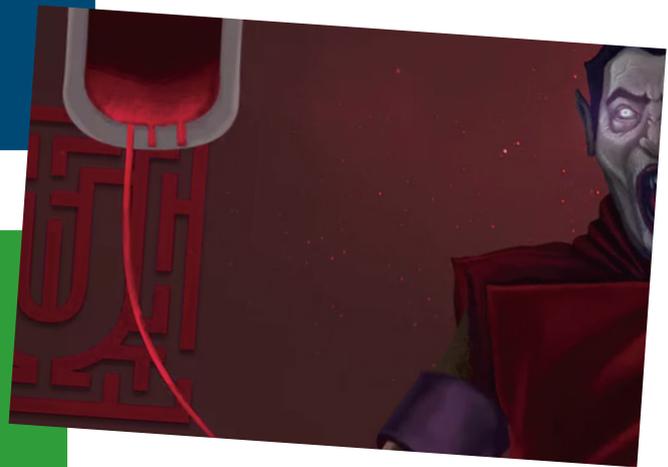
Nacional Monte de Piedad, a pawnshop that has been providing low interest loans to Mexicans since 1774 with all its profits going to charity, had a threefold agenda: 1.) Bring awareness to the visually impaired (Mexico's second largest disability), 2.) Prevent the high number of children with poor eyesight from low income families from dropping out of school because they cannot afford glasses, and 3.) Create notice for Nacional Monte Piedad's charitable work. *Sensus* was created as the first comic book in Braille and with traditional drawings, so everyone could read it. Written by a visually impaired comic book writer, it was the first of its kind. The comic books were sold through dedicated and specialized channel (Comic stores), at comic events (Comic-Con), via a travelling pop-up store, and through bookstores and online media. Social media influencers spread the word. With each comic book sale, one pair of glasses was donated to a low income child in need.



National Institute for Blood Transfusion—Romania, *#PaywithBlood* submitted by UM (Romania)

Romania was in crisis, ranking second to last in Europe for active blood donors. Only 1.7% of the population donated blood, and blood banks were running so low that doctors were forced to cancel operations. Young people in particular were ignoring this important cause, only 0.2% had ever given blood.

Taking place in Cluj-Napoca, recently named the “Youth Capital of Europe,” Untold is Romania's largest music festival and one of the most talked about events of the summer. Untold was the place where every teenager wanted to be, and they would do anything to get there. Even give their own blood. The National Institute for Blood Transfusion offered one free ticket in exchange for one blood donation. A participant just had to register and donate at one of 42 National Blood Centers. The tourniquet used while giving blood became their festival wristband. For the first time, young people started donating blood. Almost 2,000 people donated blood in just two weeks – ten times the average summer number. Demand for wristbands was so high, transfusion centers had to extend their opening hours. Since the campaign, 3,192 lives have been saved with blood transfusions.



Stella Artois, *Buy a Lady a Drink* submitted by MediaCom (USA)

Seven hundred fifty million people around the globe lack access to clean water. This issue disproportionately affects women who spend 200 million hours/day collecting water, which prevents them from providing for their family in other ways. Without access to clean water, Stella Artois would not have its 600-year brewing legacy. Stella Artois partnered with Water.org to create a new legacy, changing the lives of women around the world with “Buy A Lady a Drink” (BALAD). Through BALAD, every limited-edition Stella





NIDO (Nestlé), *Mother to a Generation* submitted by MEC Dubai (UAE)

There's a generation of children in the Middle East who are struggling with poor nutrition. The situation is so widespread that it's virtually impossible for just an individual mother to make a difference. NIDO launched "Be a Mum to a healthier generation", an initiative that allowed mothers to provide nourishment to children by the simple, selfless act of taking a pledge.

On Nidolove.com or social media, she could upload an image of her hand with a heart drawn on it, and 7 glasses of NIDO Fortigrow would be donated to children who need it. The hand represents the caring acts that a mom does for her children, while the heart, a long-time NIDO brand asset, symbolizes the impact that she and NIDO's love can have to enhance these acts.

People overwhelmingly responded with 1.7MM+ pledges! This is the highest engagement in NIDO's 70 year history, and a tremendous boost to childhood malnutrition. And despite still being outspent by the competition by 34%, NIDO increased to 96% purchase consideration, gained 35% incremental sales and boosted to 53.3% Market share across the region—all attributable to the pledge campaign.



Rin (Hindustan Unilever), *RIN Career Ready Academy* submitted by PHD India (India)

Over 8500 users have completed the entire mobile course, and are on their way to greater opportunities. All receive a formal course completion certificate endorsed by Rin and British Council. RIN CAREER READY ACADEMY helped rural women in India develop their social skills as a first step to a brighter future, but the program was also a huge step for womankind.

People overwhelmingly responded with 1.7MM+ pledges! This is the highest engagement in NIDO's 70 year history, and a tremendous boost to childhood malnutrition. And despite still being outspent by the competition by 34%, NIDO increased to 96% purchase consideration, gained 35% incremental sales and boosted to 53.3% Market share across the region—all attributable to the pledge campaign.



Artois chalice sold provides 5 years' worth of clean drinking water to a woman and her family in the developing world.

The dress-as-living-media campaign was an Oscar-worthy success. The activation generated a 25% increase in special edition chalices sales in just two days. For every chalice sold, Stella Artois enabled Water.org to provide five years of clean water for one person in the developing world.





Fueling Mass Multi-Channel Customization

Relevant multi-channel engagement can reliably drive 30%-40%+ increases in target outcomes.

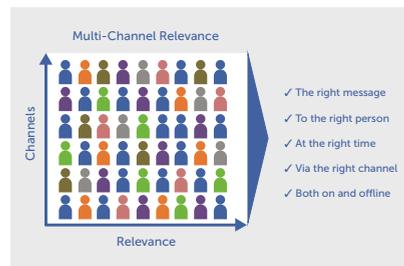
Relevant multi-channel engagement requires orders of magnitude more content.

The costs of relevant multi-channel engagement often increase 10 times faster than the benefits.

Brand stewardship and compliance risks increase exponentially with content volume, variety & velocity.

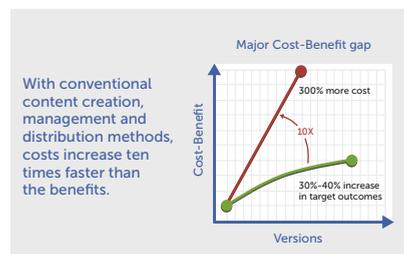
As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

Sophisticated multi-channel experience and dialog management platforms, energized by big data and cloud power, are now able to pinpoint the right content to the right person at the right time through the right channel.



Landing more relevant and engaging content across an expanding array of channels is driving big gains for savvy marketers. 30%-40%+ improvements in target outcomes, including customer acquisition, up-sales, registrations & referrals are not uncommon, along with improved brand affinity & loyalty.

On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

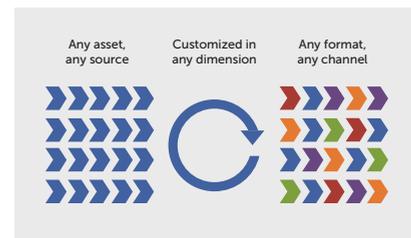


To make matters worse, the challenges and risks associated with managing brand stewardship and compliance requirements grow exponentially with increased content volume, variety and velocity.

Elateral’s singular obsession is to be the world leader in powering intelligent multi-channel content generation & customization.

Elateral is relentlessly focused on helping marketers transform their multi-channel content supply chain into a powerful competitive advantage, while reaping the full rewards of today’s sophisticated multi-channel experience management platforms.

Elateral MSC™ enables marketers to source any content in any form from any system; customize content in any dimension from creative to copy, size, shape, layout & language; and output market-ready materials in any format for distribution by any experience management or content delivery platform, both online and offline.



Integrated intelligence provides sophisticated role-based access and editorial rights, while advanced patent-pending automation capabilities provide unprecedented speed, flexibility and cost efficiency.

“Elateral’s game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management.”

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Maximizing Value & Advantage

With the world's most sophisticated content generation & customization platform

With Elateral, top marketers are saving tens of millions of dollars per year with concurrent improvement in results.

Representative Case Examples:

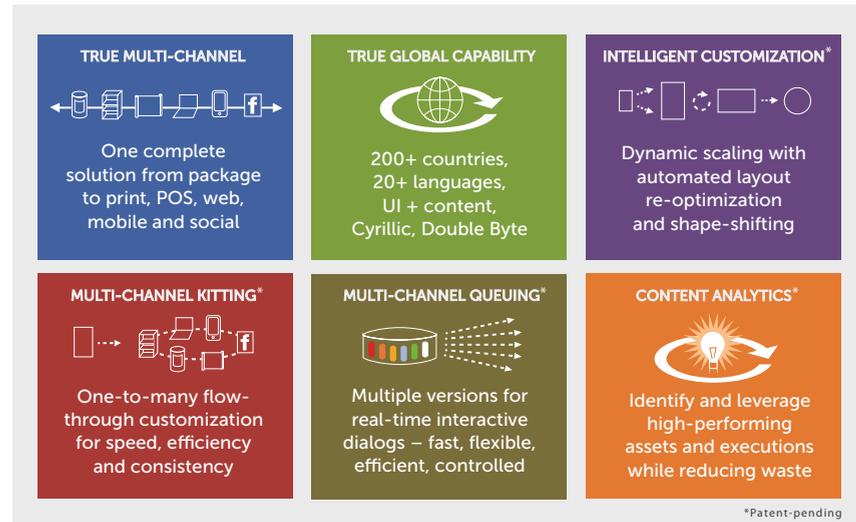
- 20,000 users in 200+ countries and 20+ languages driving \$100M+ savings in content design and localization costs.
- 65%-85% reduction in content localization and customization costs.
- 57% reduction in campaign production costs with improved targeting, accelerated time-to-market, and improved compliance.

Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company
+1 (877) 914-0789 or infousa@elateral.com

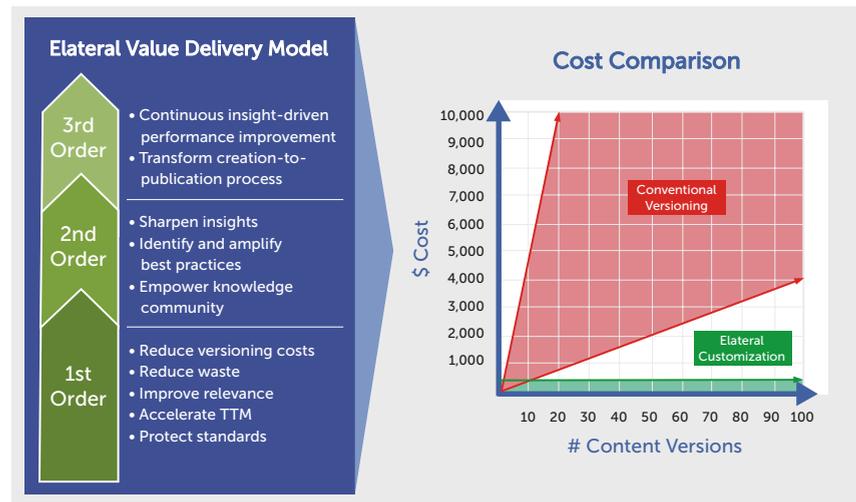
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All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

Powered by patent-pending innovations, Elateral MSC is designed with one goal in mind: To maximize value & advantage for the world's leading marketers. Elateral's game-changing content generation innovations include:



Elateral's Value Delivery Model provides a fast path to significant savings and continuous performance improvement – another reason why the world's most sophisticated marketers, including Cisco, Coca-Cola, Microsoft, Procter & Gamble, Starwood and Toyota rely on Elateral solutions to take marketing results to new highs and marketing costs to new lows.





THE INTERNATIONALIST NAMES 30 AGENCY INNOVATORS

Thanks to your nominations, **The Internationalist** has selected the **INNOVATORS** of 2016. Thirty men and women from agencies throughout the world were chosen from several hundred nominations.

This year's **INNOVATORS** are transforming our concepts of a contemporary advertising agency business. This extraordinary group of 30 individuals from all corners of the globe are embracing change and making a difference for their agencies and for their clients. Today, innovation is integral to so many new disciplines that underscore the breadth of expanding agency responsibilities- content creation, programmatic buying, analytics, strategy, ecommerce, mobility, as well as creative, media, digital, and, of course, inspirational leadership that embraces future vision.

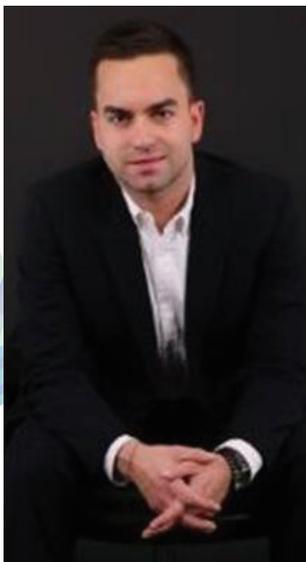
Every year since 2006, The Internationalist has named those agency executives who have the rare ability to rethink current notions of brand building by simplifying complex internal processes, encouraging collaboration, managing risk while working in the midst of fast change, keeping sight of “the big idea,” and championing multinational strategy. They understand how to better connect brands with their customers in relevant, contemporary ways, and are often the unsung heroes of making campaigns happen.

INNOVATORS underscore how breakthrough thinking knows no bounds of geography, age, company size, or title within today's agency organizations. Throughout the year, there will be a number of events to acknowledge THE INNOVATORS. We find there is always strong interest in connecting the industry's best and brightest.

ABOUT THE INTERNATIONALIST

The Internationalist focuses on the *reinvention of marketing around the globe* by connecting the *people and ideas* in international marketing and advertising through original content, intelligence, thought leadership, community, collaboration, and influence. Marketer driven, **The Internationalist** has become 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 brand building and aspire to world class standards. Originally created as a trade publication, **The Internationalist** connects a global audience through content and case studies in print, online and in-person-- via peer-to-peer marketer events including Dinners, Think Tanks, Awards and Summits- all to better serve the needs of this fast-changing community.

The Internationalist is proud of its Global Alliance with **ANA (Association of National Advertisers)** as we partner on an initiative called **THE INTERNATIONALIST 1000 with ANA** or *1000 Marketers around the World Reshaping the Future of Marketing*.



Steffen Ansorge
Director Kinetic Innovation
 Kinetic Germany

Steffen Ansorge is the director of Kinetic Germany's Innovation unit. Kinetic Worldwide, the leading global Out-of-Home agency, focuses on understanding how brands connect with people's lifestyles and environments, while providing dedicated expertise in OOH planning and buying solu-

tions. Steffen designs and implements creative campaigns for people on the move, outside of their homes, by using the latest thinking, technology and market trends.

Without question, Germany is a market that has been tremendously affected by Europe's refugee crisis. Steffen was well aware of the generosity of the German people, but also knew that a majority of all donations were often unusable as they did not respond to daily refugee needs. For example, although there is an urgent need for men's clothing, particularly in smaller sizes, 90% of the donations received are women's clothes. This became the inspiration for the Diakonia Charity Donations Wish List, shortlisted at this year's Cannes Lions Festival.

Digital OOH screens in Munich stations motivated citizens to help by showing nearby drop-off locations, but also by asking them to donate smarter. The campaign worked as a wish list, with the digital screens showing exactly what material donations were most urgently needed on each particular day.

Steffen's idea was to collect data and information through social workers on-the-ground to learn directly what the refugees needed most. These details were then sent to dedicated servers which updated digital billboards in real time to 160 live digital billboards in high-footfall train and bus stations. The campaign ran for a month and peaked over Easter when people are in the spirit to give and help others.

The real time donations project increased awareness of Diakonia's charitable work by 78%, while providing an increase of 65% in needed donations. Plus, the real time donations helped thousands of refugees with things they actually needed.



Gabriel Araujo
VP Executive Creative Director,
 Little George — Sao Paulo, Brazil

Gabriel Araujo is a creative giant who is shaking up the way people think about Public Relations in South America. The impact he is making is also earning him a global reputation.

After 15 years in the advertising world, Gabriel moved into PR and has inspired Brazilian clients to invest in some of the boldest, most creative campaigns anywhere in the world. In April 2016 Gabriel led the launch of Little George as a full service agency covering public relations campaigns with influencers, digital strategy, media buying and other services. Little George differs from traditional full service agencies in that it is channel agnostic and not based on traditional media buying assumptions.

The agency has already launched one of the most innovative campaigns in South America. Called "Safe Stories. Turning the Page on Zika," the campaign centers on the world's first mosquito repellent storybook. Here Gabriel's team harnessed nanotechnology to develop a new type of mosquito-repelling product, which contains a natural, baby-safe repellent made of citronella, clove, and neem oils.

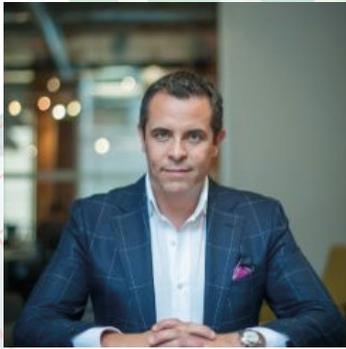
It took four months of trial and error to convert this formulation into a varnish of microcapsules that could coat book pages – pages that are designed to entertain children while protecting them. The microcapsules are stored in the book pages and whenever the pages are turned, the repellent is reactivated, creating a six-hour window of protection that extends up to 2 meters from the book itself. Tests show that the book is effective in repelling mosquitos for 3 months from the time a page is first turned, depending on the frequency of use.

Watch a video of the campaign here: <https://vimeo.com/165185038>

Gabriel Araujo acknowledges that PR and Communications are very different in Brazil. Whereas the US and UK markets have mature business models based on robust processes and roles, Brazil operates with a more open workflow model. Planners, creatives and PR people all work together, not separately, which leads to more integration.

Yet Gabriel is also aware that we live in an age of disruption and at a time when content production has become commoditized as more brands act as publishers. As a result, he believes that an agency today needs to offer bolder, far reaching, game-changing ideas that create possibilities for reinvention and breakthrough moments.

He adds, "And because our role is different today, we can't just parcel up good ideas and send them over to our clients. We need to have a much deeper understanding of their marketplace, their publics and their risks, so we can win their support for potentially contentious initiatives and see them through to activation across paid, earned, shared and owned channels."



Andrew Bailey
Chief Executive Officer, North America.
The&Partnership

While there are many conversations today about future models for advertising agencies amid today's reinvented marketing world,

The&Partnership is offering a solution. Andrew Bailey, CEO of The&Partnership North America, describes it as "clients-first" model.

Also defined as "A modern communications agency fueled by the power of '&,'" The&Partnership currently brings together ten disciplines under a single bottom line to give clients a more productive and pain free way of working by providing an independent agency holding company where the majority owners are the founders and partners of the individual businesses.

In just two years, Andrew has tripled the size of the business, added over 100 people, attracted top talent, and led winning pursuits of major accounts.

More people are agreeing that this highly-motivated, nimble entrepreneurial group may indeed be offering a glimpse of what the future of advertising will look like.

Established in 2013 against the backdrop of merger discussions between Omnicom and Publicis, The&Partnership agencies include WPP-backed ad shop Chi & Partners and its media operation M Six, which is also a joint venture with WPP's GroupM; digital and customer relationship management shop Rapier; PR agency Halpern; and social shop The Social Practice. Johnny Hornby, CEO of Chi & Partners, is also global CEO of the group. Andrew Bailey, North American chairman left BBDO's Proximity, one of the world's largest and most awarded agency networks, to serve as North America CEO.

While Chairman of Proximity North America, Andrew took the agency from invisible to inspirational, developing successful offices across the US and Canada. His ability to navigate the intersection of brand and digital has made him a leading advisor to some of the world's most prominent brands.

Today, The&Partnership employees roughly 1,500 people in offices across North America, Europe and Asia... and plan to keep on growing.

Rachel Brook
Managing Partner, Head of Advanced Analytics,
MediaCom

Rachel Brook would be the first to admit that our industry is becoming increasingly more complex given

today's data overload. Yet, she believes there are no big data excuses. "We simply have to continue to make sense of it and leverage it in smart ways,"

Rachel sees her role as Managing Partner and Head of Advanced Analytics at MediaCom as "providing provocation" or challenging the status quo to build confidence through data. While consistency in data may be hard to find, she believes there is huge upside to a standardized language and framework to streamline effort and extract greatest value. According to Rachel, "Every day we push ourselves harder to be more predictive, dynamic and insightful—essentially to be a client's north star. We should always be maximizing utility and increasing the research ROI."

In fact, Rachel Brook has built a specialized unit at MediaCom that provides the unparalleled ability to ensure analytics outcomes are executed to deliver real business improvements. As a result, MediaCom has become the first agency to fully integrate cross-channel measurement with digital analytics and business consulting. Through Rachel's efforts they are building the next generation of analytic specialists who are also client-facing practitioners. Plus, she's launched a Base Product that offers all clients the promise of increased rigor, insights and accountability. This also translates to deeper relationships, higher retention and organic growth for the agency.

She says, "My goal is to humanize the complex, and to not just give clients something meaningful, but something that they know what to do with. I cut through the data to find the nugget of truth. Many times this means balancing science and creativity – to get to the result and to tell a story of *why* and *what now?*"

Rachel is from Huddersfield, England in Yorkshire, and she likes to remind people Sir Patrick Stewart is from the very same town.





Courtney Buechert
CEO, Eleven Inc.

As CEO of Eleven, Inc. Courtney Buechert maintains that innovation is inherent in everything they do. His company's particular expertise is in finding and delivering "multipliers" to a client's success. Rather than

maintaining the status quo, Eleven operates through a creative lens, turning tensions in culture into greater commerce for their clients.

One such case in point is the work Eleven created for the sports eyewear and apparel brand Oakley. Charged with repositioning the brand, as well as creating a company-wide mantra that reflects its position as an innovator and instigator in culture, Eleven devised the highly successful "One Obsession" campaign.

"One Obsession" provoked and unleashed the obsession within Oakley loyalists, the "active creators" who are living out their internal passions. Consumers were encouraged to live their obsessions, and a conversation was facilitated between consumers and athletes through the hashtag #LiveYours. Consisting of global advertising, social programs, global retail and pioneering "In Residence" brand-experience locations in London, Los Angeles and New York, the program's integrated effort spanned 22 countries and helped rally people around their passions.

Courtney is no stranger to the international marketplace; as a partner at the independent advertising agency Leagas Delaney, he helped open offices across Europe in Rome, Barcelona, Paris and Munich. He feels that the biggest challenge in applying innovative thinking to international projects is the up-front, buy-in approval to drive one innovation across diverse markets and cultures. Courtney feels that the ability to experiment in pockets around the world makes it possible to create and grow innovation across a client's universe.



Claudia Cahill
Chief Content Officer,
Omnicom Media Group

Claudia Cahill's brainchild is called the Final Front, an event designed to give the content sales market a similar structure and scale as the Upfronts give to TV and the Newfronts give to digital. The Final Front puts content creators in front of top brand marketers for a day of pitches—all custom-created with never-seen-before concepts created specifically for the event. Marketers "bid" on the ideas, and following the presentations, brands and producers sit down to develop the concepts.

Now in its fourth year, the event has expanded from a single-day, single-agency event to a three-day holding company initiative that saw more than three dozen leading global and national advertisers come together to hear presentations from many of the top entertainment brands and content producers in the industry.

From the outset, Claudia saw the benefits of making it easier for Madison Avenue and Hollywood to cooperate on the creation of branded content and bespoke entertainment programming that can benefit an advertiser. Generally, branded content projects take more energy and longer development time than standard advertising. However, Claudia Cahill believed that her Final Front idea could help overcome content's biggest obstacles, while providing Omnicom's clients an opportunity to make decisions on big creative ideas.

She was right. Some of the deals created included a collaboration between Walgreens and NBC for the network's "Red Nose Day" broadcast; an agreement between Vice and Gatorade for a sports-video series; and an alliance between Chobani yogurt and the PopSugar digital-media outlet.

And now, the Final Front is being replicated in numerous international markets.

Claudia Cahill is a native of New Orleans, a place that she calls "one of the original innovative cities in the world." She adds, "Being in content carries an immediate connotation of being an innovator. After all, the reason you go into content is to tell a story that traditional media can't. It gives you the flexibility to do deeper on the story and go directly to the consumer."



Stephanie Emmanouel
General Manager
- Connected Customer Marketing, Somo

Stephanie Emmanouel was born in Munich, grew up in Athens, and has lived in the US, Germany, Greece, the UK, Singapore and Japan. She's

fluent in Greek, German and English, and has run advertising campaigns in 50+ markets throughout her career. Today, this natural Internationalist is at the forefront of mobile as the General Manager of Connected Customer Marketing at Somo, the privately-held agency that creates mobile solutions for a connected world.

Somo has been mobile-first since its inception in 2009 with a mission is to help its clients increase sales, customer engagement and productivity. The agency's credo is that the future belongs to those who lead within the connected-customer revolution. Stephanie admits that innovation is one of the key drivers of Somo's business. She says, "We are a relatively small company-- compared to other network agencies, and being on the forefront of the latest developments helps us win business and create success for our clients."

She also admits to having the privilege of working with a team of highly motivated and forward-thinking people. "Giving the team the space to innovate has been the foundation for our company's ability to continuously push the boundaries."

Stephanie acknowledges that mobile is one of the fastest changing industries she has ever come across. She admires Somo's company values, including "Love Innovation" and "Be Brave." She adds, "In order to be able to innovate in this environment, you have to be risk averse, agile, adaptable and always on. Innovation in the work we do for our clients is reflected in the awards we win on their behalf and the competitive advantage we are able to help them create."

Stephanie joined Somo in 2012 from Out There Media, where as VP Sales she was responsible for the company's global sales teams across 11 markets in Asia, the US and Europe. In 2008 she was recruited by Google to set up and run their sales operations from Athens, running multi-territory campaigns for large advertisers across several channels, including search, display, mobile and Google TV.

Stephanie previously worked with Somo's CEO Nick Hynes when at the IMW Group as a Group Account Director for The Search Works. There, she managed a range of multi-sector clients including P&G, Vodafone, GAP, Kia, Lloyds TSB, Monesupermarket and Trinity Mirror. Before The Search Works Stephanie held roles at Tradedoubler, Komdat GmbH and Alitalia.

She holds a Master's Degree in Computing Science from Birkbeck College (University of London) and a Master's Degree in Communication Studies from the Ludwig-Maximilian-University in Munich, Germany.

Whitney Fishman Zember
Managing Partner,
Innovation & Consumer Technology, MEC

Currently serving as Managing Partner, Innovation and Consumer Technology, Whitney Fishman Zember is responsible for helping MEC and its clients understand the role technology plays in driving the evolution of consumer behavior and how to leverage new and emerging technology to connect brands with audiences in meaningful ways.

Whitney has introduced new client communication tools, revamped thought leadership programs, architected a Start-up Management curriculum that provides a direct connection to the growing start-up community, and created an agency-wide "Project Innovation" initiative.

Launched in 2015, Whitney's PROJECT INNOVATION concept has become MEC's investment in helping marketers deliver on their innovation initiatives. While many brands aspire to be leaders in innovation, they often fail to provide a definition of how their company defines innovation, or a uniformed understanding of how that definition serves as a 'North Star' that provides direction for the brand and brand teams to focus their innovation efforts.

PROJECT INNOVATION is an interactive workshop designed to help clients define innovation to uncover how it can be harnessed to future-proof their business. It starts with a brief to align the company's objectives and expectations, and results in a customized innovation mission statement and strategic roadmap on how best to achieve the vision with the support of MEC. Whitney has led sessions for many global clients and has opening up new avenues for marketers to embrace emerging technology opportunities.

Whitney is also the mastermind behind numerous client summits and curates content that not only inspires, but ensures a clear path for future impact. She is sought out as a technology expert; and has been published across Forbes, Fast Company, Wired, and more. She earned her place on Forbes' 30 Under 30 List in 2013 for her role leading the Innovation & Consumer Technology team. Her natural curiosity, passion and dynamism has made her a fast leader in the industry. And her keen ability to develop and identify critical intelligence and insights on technology, new media opportunities, consumer behavior, and communication trends is guiding marketers through the evolving communications landscape.

According to Whitney, "Most bad decision-making comes from a place of fear...fear of making a mistake, of looking ill-prepared or dumb in front of a colleague or boss, or simply fear of admitting when they don't know something. My role is to help people make better decisions through education and inspiration. To go beyond the 'buzzword bingo' of technology. To humanize the core ideas and opportunities in order to help our agency and our clients find the confidence via knowledge and empowerment to take smart risks, try new things, and uncover ways to leverage the power of technology to connect with people in empowering, engaging ways."





Adam Gerhart
CEO, US, Mindshare

It would be difficult not to describe Adam's rise to US CEO of Mindshare in March as meteoric.

In 2014, Mindshare's LA office was wavering. Adam was working in London at the time, but with the success that he'd experienced in leading teams across the globe, Nick Emery, Global Mindshare CEO, knew that he

was the right person to turn things around.

As west coast lead, Adam reinvented the office and its culture in less than two years. His goal: to operate the LA office as a start-up, but with the brawn of the Mindshare network. He ramped up training and mentorship initiatives. He doubled down on the agency's adaptive marketing work, bringing in new digital analytics talent from across the country so that Mindshare could leverage more real-time data and insights for media investment decisions. He tightened the agency's ties with the west coast community, from leading media companies to local volunteer initiatives.

For example, Mindshare LA launched #Future33, identifying 33 west coast partners who push the boundaries within digital and inviting them into the office for the day. Instead of partners presenting to Mindshare, this event turned the tables and presented the agency's vision and challenges to them, including sneak peaks into upcoming brand activities. This approach fostered a deeper dialogue, with future-forward companies like BuzzFeed, Kiip, and xAd sharing first looks at new offerings and customized client opportunities.

The result? #Future33 launched a number of client programs – such as a media first wherein one retailer's consumers were served custom Spotify playlists based on their personal style. Or, a partnership with a location provider wherein another retail client became the first advertiser to use their place visitation rate across their entire media plan—allowing them to move beyond KPI metrics and see which partners were driving footfall to their stores.

Under Adam's leadership, Mindshare LA has done some of its most innovative work yet. Take Campari's corporate social responsibility campaign with Lyft, shortlisted at Cannes Lions and preventing up to 175,000 consumers from drunk driving incidents. Or, Lionsgate's Snapchat campaign for The Hunger Games: Mockingjay, Part II: it used the first-ever branded geo-filter on Snapchat, dividing the U.S. into 13 districts, like the fictional world of The Hunger Games' Panem. Each district had its own unique filter—so if you were in LA for instance, you were in District 5, or in New York, you had District 13.

And for the office overall: Adam's leadership and innovative thinking landed clients such as Nordstrom (and led to expansion into Canada), BBVA, numerous west coast Unilever brands, and more. Under his leadership, the office cut out client losses and grew existing accounts; Mindshare LA increased both its client satisfaction scores and revenue by double digits. Adam also increased staff by 27%.

On top of that, Adam also launched a new office in San Francisco, to harness the speed and culture of Silicon Valley partners, technologies, and platforms at the center of Internet of Things and new disruptive models.

With that level of success, it's no wonder that once again, Nick promoted Adam—this time in March to US CEO.

Anthony Giordano
Regional Business Development Director, MEC

Few young executives can boast that they have worked on three continents and in roles that have tangible made a difference in results. Born in Cairo, Egypt and raised in New York, Anthony Giordano, currently Regional Business Development Director at MEC in Dubai, has spent a total of 16 years working in Africa, Asia and North America.

He has learned throughout his international experience that it is often office culture, rather than the diversity of national culture, that defines today's work experience. And Anthony has harnessed this very personal insight to motivate teams and spur new initiatives.

He is passionate about developing simple, actionable paths forward to solve complex questions. One such example is MEC Grassroots, an enabler to Startups—a business segment now booming in the Middle East. Anthony identified a way for MEC to support relevant Startups who can add value through their service to MEC's clients. He then took Grassroots a step further by making it a profitable business to MEC by offering consultancy and strategy services to Startups.

Today he oversees seven divisions of relationship with Nestlé, MEC's largest regional client. He has set the vision for planning and implementation of the client's media investment, with a focus on integrated consumer experiences through media.

Currently, he is also part of the WPP Marketing Fellowship, a program for the development of high-caliber management talent. While working in New York as Marketing & Business Development, Director, he was named one of



the Forbes 30 Under 30 in Marketing in 2013 when he co-created MEC's North American pitch process with an emphasis on increased communication, innovation and insight development to raise the agency's winning percentage.



Toby Hack **CEO, PHD** **International**

Toby Hack has come a long way since starting his media career in 1996 at BMP DDB Needham in London as a TV buyer.

In 2001, he launched OMDtv, an interactive division of OMD UK, and three years later was appointed as Head of Fuse at OMD UK. He

then took on the role of Managing Director of US company Ensequence International, the leading software supplier for the interactive broadcasting community in 2006. His next move was to Australia as Head of Multichannels and Digital Broadcasting for the Nine Network.

Toby then moved to PHD Australia as Managing Director in 2010. During his tenure PHD Australia quadrupled in size with new client wins that included Unilever, GSK, Google, ANZ, eBay, SC Johnson and Bayer. The agency was crowned Australia's most innovative agency in 2012, and was also hailed as

Australia's fastest growing agency three years later. (It was one of just three agencies ranked by RECMA with an A rating.)

Now in 2016 Toby Hack has returned to London as PHD International's CEO to oversee the Network's international unit, which includes global communications planning, media strategy development and international media buying.

With characteristic humility, he describes his new role: "I have a wide range of experience across multiple parts of the media industry including agencies, broadcasters and tech companies across three different continents. However, my latest role is the first where I have been able to bring all that experience in various local markets and different businesses into one international role."

Toby emphasizes that delivering original solutions has always been a personal focus for him. Although he has been involved in successful projects that have created headlines and changed markets, he admits that the innovations he has found to be the most personally satisfying have been much more subtle. "I am proudest of restructuring an entire business around a new working process. Whilst this was the least obvious innovation of my career externally, it had the most dramatic and profound effect in financial terms on the overall business. This innovation created the environment for substantial and sustained growth and superior work for our client base and set us up for huge revenue growth through new business wins for

many years. That's really something to be proud of."

At his core, Toby Hack is always quick to help. He says, "I am always prepared to support a good idea all the way and I refuse to allow anything to fail through a simple lack of effort. I believe passion, determination and enthusiasm go a long way!"

Piotr Jaworowski **Co-Founder and CEO,** **Ars Thanea**

A rising digital artist and designer, Piotr Jaworowski's career can be traced back to his avid interest in gaming as a teenager, when he began to play with digital tools online. In 2006, when he was 18 years old, his work appeared in ads for Nike.

Piotr is the co-founder, CEO and creative force behind Ars Thanea's award-winning CGI and animation work, which garnered a Cannes Lions in 2015. He has developed a unique style that incorporates light. He pushed the limits of available tools and techniques to create dynamic images infused with unparalleled levels of realism and emotion. And he developed a large following in the design and advertising communities. Along his journey, he's learned the marketing services business, and learned it well. Unlike some of his very talented creative peers in CGI and VR, he has a clear head for business and knows what it takes to produce both beautiful work and a burly bottom line. Clients have faith in him. And staff members stay with Ars Thanea and SYZYGY Warsaw for a long time, proof of his ability to create a supporting and rewarding workplace.

Today, he's equally proficient in the art and the science of agency management, and equally at home in the studio and the boardroom. He has developed a highly supportive culture of excellence among creatives and digital media professionals alike, created a fearlessly forward-thinking roadmap for serving the burgeoning commercial VR and AR markets, and held himself and others accountable to a financial plan. A very modest man, Piotr says that when doing good work with good colleagues is the first priority, the rest comes easy.

Being Eastern European, living and working in Poland, Piotr and the teams at his two companies don't come to the table with a built-in reputation for innovation. But that's changing as Warsaw is gaining credibility as a design capital, and because the SYZYGY digital team has proven it can hold its own against any other digital agency by racking up astounding performance stats for its clients. Increasing, the firm's Polish heritage is turning into a driver of innovation, as Piotr understands the value of disruptive change and how the old can get swept away by new and amazing ideas—or revisited and repurposed as a highly relevant solution for today.

From their base in Warsaw, Piotr and his team have done work that's in the field in more than 100 countries for such



brands as Nike, Discovery Channel, Ubisoft, Nokia, Visa & Nissan to name a few. Early in his career, when he found things that inspired him, Piotr used to share them on Ars Thanea's blog. Marco Seiler, based in Germany and then the CEO of SYZYGY Group, found the blog and became interested in Ars Thanea work. He could not believe that such a young man was the true author of all the images he admired. Once they met, the connection was instantaneous and a father/son relationship soon evolved.

Jason Jercinovic
Global Head of Marketing Innovation & Global Brand Director, Havas Worldwide



Jason Jercinovic has been called “a renaissance man in the post digital age.” No doubt, that’s a reference to a career that has included advertising exec, techie, musician, surfer, and an entrepreneur. What better background is there for someone to lead global innovation at Havas Worldwide?

Without question, Jason is not afraid to take risks. He’s also always looking for the next opportunity to utilize new platforms and technologies. He says, “I whole-heartedly believe agencies that allow their employees to invest and tinker with breakthrough technologies will help propel their clients’ marketing strategy forward, ahead of their competition. From augmented reality to new social media platforms, technology is transforming our industry every single day. I’ve made it my responsibility to stay abreast of these developments to ensure our agency can deliver the most forward-thinking marketing strategies possible for our clients.”

One of the business solutions for which he is most proud is the launch of a new service unit called Havas Cognitive, which involves the development of software that leverages the power of IBM Watson to bring intelligence and data driven insight to a broad range of sectors. “Early on we realized that technologies like social, mobile and big data are transforming the way customers expect to engage with brands. By identifying that white space, Havas was able to successfully implant Cognitive solutions within consumer marketing activations and enterprise brands like TD Ameritrade, Red Bull and Adidas. In doing so, Havas Cognitive has enabled brands to embed this success across all lines of business including retail, sports, technology, CPG, fashion, luxury, health and medical.”

Jason believes that one of today’s biggest priorities is having a clear and mutually-understood approach to innovation. He outlines: “We’ve defined the pillars of innovation as brand evolution, ways of working (operation and production), and

products and services. The next stage is to integrate this approach into our client relationships to systematically scale and repeat excellence. If we align on these pillars of innovation across creative and media, we can do even more. Togetherness is especially important right now. I’ve been seeing that clients don’t want to deal with various agencies and stakeholders doing many different things; they want alignment. But at the same time, they also want to put a bunch of specialists together in a room to generate the most value. So we need small bodies of specialty that ladder up to a broader company relationship.”

As the Global Head of Marketing Innovation, who better than Jason Jercinovic to provide a definition of Innovation itself? His answer was immediate: “Innovation is the future, and the only way to know the future is to create it. My approach to innovation is based on iteration and evolution. We can’t live on the history of our success. We must push for continual reinvention, showing the value of a prototype then test, measure, learn and evolve.”



Stefanos Karagos
Stefanos Karagos, CEO - XPLAIN

As a kid, Stefanos Karagos dreamed of being an aviator where there are no walls or roads up in the sky to limit your course. Later when he became the publisher of numerous technology magazines, he came to realize that traditional media is full of restricting walls. From this came XPLAIN, an innovation company and the fourth company Stefanos has built during his career.

Inspired by game theory and modeling behavior, Stefanos sought to explore new ways to monitor human activity on the web and social media in order to determine and predict how marketing initiatives could really elevate a brand’s success and ROI around the globe.

The result was the foundation of X-Labs, a purely innovative, data-driven marketing firm providing actionable insights to their clients. The key part of the initiative was the development of the highly advanced Digital Intelligence Platform, which provides marketers with real time actionable insights based on social data that can optimize their brand performance while making informed and accurate strategic decisions.

Having worked in different cultural environments such as Switzerland, UK, US, Greece, Romania and Cyprus, Stefanos is well versed in the intricacies of international marketing and innovation. He was the recipient of the Gold Prize in the Internationalist Awards for Innovative Digital Solutions in 2015 and his business presentations on SlideShare are acknowledged of being in the top 1% of most viewed Slideshare content worldwide.

Today, due in no small part to Stefano's efforts, XPLAIN is now a leading marketing intelligence firm with over 130 clients in more than 33 countries; its 70 employees provide added value services at both the local and international level with strong focus on client ROI.

Marc Levy *SVP Strategic & Creative Planning, Ketchum*

Marc Levy provides creative and strategic counsel to client teams and specialists across Ketchum's entire North America region to catalyze the planning and creative process and help to evolve program concepts from idea to execution.

He has introduced two tools to the agency that changed the conversations Ketchum now has with clients regarding creative.

The first is called the "Break Through Barometer" – so named for the agency's positioning and commitment to help every client "break through" in meaningful ways. This diagnostic, developed in partnership with our in-house organizational psychologists, is often used at the beginning of a client relationship to establish a creative benchmark. It enables a dialogue between agency team and client team to establish the right level of creative expectation... asking questions like, "What's your threshold for risk?" and "Tell us one idea you've seen that scared you and would never get approved here... now, how could we get it approved?"

It's a tool that facilitates open dialogue and ultimately connects teams from the outset, while resulting in better briefs and more efficient paths to ideation and execution.

The second tool is called "Idea Court," and it's built on Marc's premise that there are bad ideas that haven't been pushed hard enough to become great ones. When the occasion arises, Marc convenes an Idea Court– comprised of entirely objective colleagues from various divisions of the agency, at all levels– ready to evaluate the creative and find the problem, challenge the strategy and demand a deeper human truth.

Despite the fact that his bosses describe his office as "a college dorm exploded inside an IKEA store, inside Jackson Pollack's brain," Marc applies rigor to the creative process, and it's this discipline that is now part of Ketchum's creative arsenal.

Marc Levy was born in Brooklyn, New York and his communications career spans countless US cities, the UK, Japan and Australia. Few realize that Marc was in the US Army; he was stationed in Hawaii, Korea, the Philippines and Alaska. It's one of the reasons he has such an interest in international affairs. He has just joined the Marketing Faculty at Fordham University in the Bronx teaching strategic communications.



Lynn Lewis *Global CMO & East Coast President, UM*

Before "Big Data" became a much-used term, Lynn Lewis was building it into practices for her clients. As the head of J3/UM, she was responsible for creating a new organizational structure, true integration, and employing new business tactics that focused on content, data and making media fully accountable.

One of her most innovative accomplishments while the global head of J3 was acting as the primary architect for the Business Analytics Engine (BAE), which includes a fully integrated team of analysts who are embedded within the planning team. The advanced analytics employed by this team allow for a scientific approach that enables the agency to forecast a client's business outcomes, and then optimize it in real time—based on what is performing best statistically.

As Global CMO, Lynn was charged with developing UM's "proprietary moments" planning tool, as well as rolling it out globally. It was essential that the tool be customized for each market, taking into account regional and cultural differences, along with acknowledging specific local challenges and social mores. In Lynn's view, the process is about living and breathing on a local level, and then finding a way to expand across markets, and, ultimately, across the globe.

Lynn's early international experience began when working in L'Oréal's Account Management department, and continued with responsibilities for the Gillette business, especially in Asia and Latin America. After becoming Global Managing Partner for UM in 2010, Lynn extended the scope of her work considerably by overseeing both the Sony and Johnson & Johnson accounts.

In Lynn's view, the biggest challenge in applying innovative thinking to international accounts is understanding that each client and/or market has a specific set of issues of matter most to them. She believes that a healthy respect for localization is an essential factor in developing a successful plan for a client— regardless of location.

Lynn Lewis strongly feels that UM's excellence is rooted in a commitment to better art, better science and better outcomes—the three most important dimensions of media.





Stephen Li CEO, OMD APAC

Stephen Li has a well-defined belief system regarding the business of media and marketing and long international experience that continually tests and refines the validity of those beliefs. He continually looks at

ways an agency leader can better encourage teams to be more focused, more agile, and more future-ready. And he has a lot of thoughts on the subject of innovation.

“Often times in our industry today,” he says, “innovation is purely defined through the lenses of technology and so—called ‘new media.’ We are in a people-business, and innovation should also be viewed through how we as leaders empower and enable our people to be the best that they can be.”

During his first year at OMD, he has been working closely with senior marketers to literally codifying the “anatomy of fear” within the agency/client relationship. “My goal is to engender a greater sense of fearlessness in our people, and how this would translate into fearlessly creative and world class work. To do this though, we do of course have to arm our people with the best technology, practices, training and culture.” And he’s been doing just that through technology and partnerships, new practices, compulsory digital training, and instilling a fearless culture.

Stephen Li is continuously defining and redefining the role of the agency in the eyes of both clients and the industry. He describes the process as “being able to know when to pivot, and utilize the right combination of factors to maximize knowledge gain and ‘learning up’ for our people.” He believes that by standing still, one is actually moving backward, so he always aspires to forward movement.

As a result, he believes that in the business today, there are more excuses than there are challenges. He says, “International projects will mean dealing with more and less sophisticated markets and target audiences, differing spend levels, and cultural anomalies, but these are not challenges. They are a fact of life for global agencies working on global clients. In the socially and professionally connected world in which we now live, audiences are becoming more tribal, and our ability to target them becoming more sophisticated—and rather than being a hindrance, these factors demand that we both continue to focus on contemporaneous insights that can translate into engaging ideas which can be delivered with both innovation and invention.”

Stephen Li is Chinese and a UK citizen. “When I speak, I can both sound like I am from the home counties of England; or from the ‘dai pai dong’ of Kowloon. I play both cricket and mahjong. I love single malt whiskey and soju; steak & kidney pie and tofu... I am a true internationalist.”

Kabeer Mamnoon Co-Founder, Chief Executive Officer, Ready State

Kabeer Mamnoon’s motto is: “Question Everything.” This philosophy was developed when he worked for a new technology incubator group at Oracle in the late 1990s. He says, “This blank-slate, constant-experimentation approach got hard wired into me to some extent-- especially during my time at MIT after Oracle-- and I apply it now to Ready State’s business as well as our clients’ challenges.”

Ready State, a San Francisco-based marketing agency, was founded in 2013, already boasts clients like Airbnb, Google and HP. According to Kabeer, “With Ready State, we wanted to bring to life a new marketing approach that’s rooted in finding the authentic brand stories that resonate with people in creative and engaging ways. We work with our clients to help them identify and anticipate their business needs and provide solutions.”

Kabeer describes this process at Ready State: “For us, finding real innovation is the result of exploring all elements of a business problem. We take a journalistic approach to finding a better way to create a difference to a client’s business. It’s not about jumping to the first or most obvious trend. We like to iterate on a thought or idea, at scale, and we believe that innovation comes from curious minds, courageous thinking, and an optimistic outlook. Innovation is a mindset. It’s about having vision beyond the horizon.”

A good example of a new and innovative agency structure is Ready State’s operating model in their engagement with Airbnb. It blends the best of an embedded team with the best of the larger agency, and is managed to deliver the highest quality work at scale and speed-- with unprecedented results. Kabeer elaborates, “The model was something unfamiliar to clients and agencies alike, and took some courage on both sides to build and activate. That courage has paid off handsomely in the kind of bandwidth and throughput of creative excellence we have delivered in partnership with our client.”

Kabeer Mamnoon is always looking for the next opportunity to explore emerging platforms, operating models, technologies. “I’ve taken on the responsibility to make sure that each member of our team at Ready State is encouraged to do the same-- to invest in their passions and curiosities, to tinker with breakthrough technologies. When you prioritize this as a leader, innovations take off in employees’



approach to work and excitement in their roles. We've seen our team develop some incredibly forward-thinking marketing strategies for our clients, which I believe are a direct result of this leadership style."

Kabeer was born Sharjah, UAE—near Dubai. He is Indian, but has never lived in India, and has worked in the US, as well as Hong Kong, Singapore, Germany, Dubai, and Canada. He jokes, "To some degree, I have always been something of a nomad—'trying on' diverse cultures and contexts, and taking in the good from each of them." We'd like to add that he has certainly found a home at Ready State in taking the best of his experience and applying it to creating exceptional thought leadership and innovative marketing solutions.

Briony McCarthy President, New York, PHD Media

When people describe Briony McCarthy, they use words like "visionary" and "inspirational," as well as "firebrand," "spark plug." She offers the best of head and heart.

With an early career in full service media agencies in Australia, she is excited about the new world of content and the role of consumers and brands as publishers. She can geek out with the best of them on data but loves the insight that leads to a creative and compelling solution for her clients.

Briony believes that if she's not helping her current clients grow their business, then she's not doing her job. She says, "As smart media planners, we can guide channel mix, timing and targeting. We can optimize our trading, manage dayparts and frequency and all that stuff will drive a better return on ad spend. But that's table stakes in my view. *Innovation* and creativity is what delivers transformational ROI for clients. At PHD we live by the idea of 'Making Impressions, not just buying them'. We believe that smart media beats cheap media every day of the week. Media that create impact or an impression that makes change- that's what we encourage our people to do."



She adds, "As an industry, we are constantly reimagining what media is, so naturally our idea of what innovation in media is, changes too. I think the mistake is believing that change is purely driven by technology and data. Any good agency has that. For us, it's how we use data and the ideas it inspires, not that we have it. It's our approach to research, not that we do it."

Work should be scrappy, simple and brave—that's Briony's motto. In fact, she believes that agencies should now be in the business of 'making media' and cites an example of what PHD has done for Converse. "We literally walked the streets of Brooklyn to find spaces we could create media where it didn't exist-- on sidewalks and in alleyways-- and we sold out of Converse in 2 days. That's scrappy."

Her core belief now as NY President of PHD? "Innovation is not just about our clients and the brands we work with. It's about thinking differently, too. I'm lucky to lead a collective of over 300 super smart minds at PHD. It's my job to build, create and foster an army of different thinkers. Yes, we have to deliver a great product, but we have to have put just as much energy and effort into forming, feeding and rewarding a hungry workforce of different thinkers."

Briony McCarthy grew up in a town called Kangaroo Flat in Victoria, Australia, and she often admits that Americans get a real kick out of that. Growing up, she was obsessed with a show called *Melrose Place*, and aspired to be like Amanda Woodward from *D&D Advertising*. That's how she found her way into advertising, but today she's also forging a very new path.

Anna Nicanorova Director, Annalect Labs

Anna Nicanorova characterizes innovation in today's marketing-technology world as being: fast, open and boundless. Originally from Chishinau, Moldova, she worked in her home country, as well as in Germany, Russia, The Netherlands, and the United States. Today, from her base in New York, she leads Annalect Labs, the innovation department within Annalect, Omnicom's data-driven marketing solutions agency.



Her mission at Annalect Labs is to create semi-stable prototypes (mainly marketing software) that solve old problems in a new and efficient way, or provide a fresh approach to marketing communications. Labs activates 15-17 projects per year.

The one that stands out this year is Superbowl Moodometer - the facial recognition technology used to track how people really feel about advertising. Anna's team built and executed the project in under two weeks. They quickly learned how facial recognition technology works, developed the prototype internally, and spent a week monitoring participants. They were excited to how technology can work to distinguish people's attitudes and perceptions of brands based solely on facial expressions.

Given her approach to problems, it's clear that Anna is a natural innovator. She says, "I do not see anything as static, fixed or determined. I hold a strong opinion that everything in the world is dynamic - just because we 'always did things this way' doesn't mean that we should keep on doing it this way, especially if the method is painful, long, inefficient and expensive."

Since Annalect Labs' mission is innovation, Anna tells her team: "The sky is the limit—as long as the oxygen is infused with marketing molecules." In other words, they can choose any technology/ coding language/hardware part, as long as they are solving for a marketing problem. "Technology for us is just a tool to accomplish bigger marketing goals for our clients - retain customers, increase awareness, etc. So even when sometimes we get carried away 'geeking out' on a specific API/dataset, I always try to re-route my team to think of the actual application to solving the problem at hand. It can be amazing tech, but if it doesn't solve the strategic marketing problem, there is no point for us to use it."

She admits that the biggest challenge she faces for any prototype is feasibility and adoption. "We might think that a prototype is cool and ground-breaking internally, but then we take it outside our team and people are just underwhelmed. Or worst, they think it's cool, they play with the tool for 5 minutes and never touch it again. This is a problem, whether working across US offices or taking it globally and I am constantly trying to closely monitor how people use or prototypes, instead of just talking about how innovative something is."

In addition to her work, Anna is a serious mountain climber, having scaled the tallest mountains on 3 continents (Kilimanjaro, Elbrus, Aconcagua). With four to go, she working on completing the Seven Summits. Plus, she's the co-founder of a meet-up group called Whiskey and Books, which, no doubt, have both been comforts on her climbs!

Adam Owett Founder & President, Arcade Creative Group

Adam Owett and the team at Arcade Creative Group have created an agency with the credibility, cultural savvy and ability to execute globally in the music and entertainment



category. By creating a new model differing completely from the traditional agency/holding company structure, Arcade is now uniquely suited as a creative center of excellence to produce marketing and music solutions for brands around the world.

At the heart of the company is Adams' innate understanding of music and how it connects to the human condition, with its implications for brands and overall marketing communications. Adams' mission is to create unique campaigns where music is a strategic platform rather than simply a tactical tool. One example of this innovative approach is Arcade's work for Axe, where the brand was successfully re-positioned as a mature college-aged product for music-mad millennials.

The agency stresses the deeper and unexpected use of music, and its core, emotional connection to consumers. Rather than a simple sponsorship or a promotional extension, Adam directs his teams to establish a cultural roots in every campaign, so that an authentic connection is made between music and the brand.

Applying these innovations to international projects, however, can prove challenging, particularly in coordinating rights usage, securing artist participation and ensuring the ability to use the content around the world. Adam's experience in navigating the complex global ecosystem to ensure his clients are able to leverage and integrate the most relevant content in multiple markets is crucial to the success of music initiatives.

Adam has been able to infuse innovation as part of the DNA of the agency. From helping to build a primary global segmentation study that drives brand insights to brining in parts of the agency with unexpected backgrounds to help stimulate creative thinking, Adam is consistently challenging norms to bring fresh ideas and creative expressions to his clients.

A true internationalist, Adam has worked in NYC, Miami, La, London, Paris, Madrid, Lisbon, Vienna, Berlin, Paris Amsterdam, Tokyo, Mexico City, Panama City, Toronto and more.



Andrea Palacios
Group Account Director, Spring Studios New York

With the rise of consumer consumption of digital content within the beauty category, producing at scale has been a key concern for many marketers. Andrea Palacios has spearheaded a business model that creates the infrastruc-

ture necessary to produce beauty content at scale, and with efficiency, while maintaining the high standard required for a beauty brand.

Andrea defines innovation as the ability to spot opportunity in the peaks and troughs of an ever-changing landscape. While Spring Studios' clients base in centered in beauty, fashion and luxury, she admits that innovation is an integral part of Spring's offering. "Spring has been developed as a unique ecosystem that provides advertising, content creation, studios (high-end production of photography and film services), event creation and venue for some of New York's key cultural fixtures like Tribeca Film Festival and New York Fashion Week, as well as a private members' club. Innovation can come about as a result of one of the parts or indeed the sum of the parts."

A realist, Andrea has come to understand that in a global marketing world, "ownership" can thwart innovation, regardless of geography. She stresses that the greatest challenge to innovation often stems from a retreat to being territorial in the midst of working to embrace innovation and change.

Born in Bangkok, Andrea Palacios is half Thai and half Peruvian. She has lived in India, Hong Kong, Thailand, Taiwan, China, United Kingdom and the United States. Not only does Andrea speak Thai fluently, but she admits to making a mean Tom Yum soup.

Tuomas Peltoniemi
President & Innovation Director, TBWA's Digital Arts Network, Asia

Originally from Finland and now at home in Singapore, Tuomas Peltoniemi has worked at the intersection of digital marketing strategy, creativity and technology throughout his career. He started as a developer and a technical designer, and through 17 years in digital marketing, he has a thorough understanding of the role of technology and innovation in marketing, and its various strategies

from ad tech to user experience, and from content management systems to data and publishing tools.

Despite his background, Tuomas never recommends that clients invest in technology until there is a clear strategy and role for that technology in driving business or marketing outcomes for the client. He believes that innovation is essentially a mindset change. It's the ability to think differently about a client's marketing or business problem, and then design a solution of not only technology, but also the people and processes that create successful change in the way clients market to their customers – whether in B2B or B2C.

Interestingly, another key part of driving innovation for Tuomas is managing change. In innovation and technology projects, he has come to understand the importance of ensuring that innovation works on two streams: enabling the current way of doing business, while driving a more innovative solution. Often these two streams work at different speeds.

He has the unique ability to see the role of technology and innovation as a business driver, and his most ambitious project to date has been the work he's spearheaded for MasterCard. Tuomas led a team that designed and executed a new innovative digital marketing model across 10 markets in Asia – **MasterCard's Digital and eCommerce Engine**.

The innovative data and analytics-driven business model enables MasterCard and its agency teams to track trends and insights as they happen, and then collaborate with **MasterCard's** merchants and issuing banks to reach the right customers with the right content, at the right time. Consisting of a robust four-part process, it allows MasterCard to identify and address barriers, or make adjustments in real-time:

1. Understand consumer sentiment and market trends
2. Translate data into meaningful insights
3. Create and publish content to drive transactions
4. Build an emotional connection with consumers

through targeted content

His team proposed an innovative technology stack, which saw **MasterCard invest** in newsroom technology, and some of the most impressive real-time data and publishing tools. The team consists of strategists, data scientists, media, content producers and account servicing staff.

The results of this marketing model have been noth-



ing short of impressive, while the model itself has also changed the way MasterCard's marketing operates.

The Engine has helped achieve **47 million video views** at a **third of the cost** benchmark for the financial industry. It has also lowered MasterCard's **cost per click** on merchant offers by **73%**. Key merchants have reported over **200% higher sales results**, and key markets have seen over **400% increase in transaction volumes**.

In less than 2 years, The **Digital and eCommerce Engine** has helped MasterCard Asia-Pacific drive over **13 million qualified leads to merchants to purchase**. It went, from being a region with no social activity, to being **the most engaged MasterCard region in the world**.

Dario Raciti Director, Zero Code

Ask Dario Raciti to talk about Virtual Reality, and you'll immediately understand why he's making a name for himself at Zero Code, the interactive entertainment division of OMD that includes VR and gaming.



"In a category like VR," he says, "the difference between innovation and trend is the difference between making the headlines or following them." Dario often cites the Zero Code's 2015 VR execution of Gatorade's "Bryce Harper Win from Within" as an example of his definition of how VR works well for a brand. "We offered viewers the ability to see and feel-- like never before-- what it's like to be a pro athlete right at the moment when the stadium noise fades and the only sound is inner thoughts driving you to win." Dario believes that Bryce Harper illustrated exactly what people need to understand about VR-- it isn't about pre-roll or a 15- or 30-second spot. It is an opportunity for brands to create entertaining content that adds value to the consumer. (And the reaction from the public and the press to Bryce Harper was terrific.)

Born in Khartoum, Sudan and raised in Rome by an Italian father and a Greek mother, Dario spent the first seven years of his life in Africa where he also learned English, French and even a little bit of Arabic. He originally came to the US to become a jazz drummer, but ended up finding another voice for his creativity in interactive entertainment, from games to Virtual Reality.

Throughout his career, Dario Raciti has focused on harnessing the potential of emerging categories – first

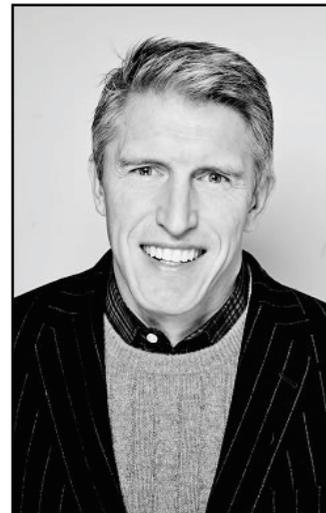
in gaming and now in VR. "I am always pushing to look ahead to build and execute creative pieces within exciting and often unexplored environments. But at the same time, I know the difference between innovation and infatuation with a shiny, new toy. VR is the next new thing in an industry that lives and dies on monetizing next new things. But people who have worked with me know I am careful to only pursue VR projects that make sense for a brand's goals—rather than pushing VR for technology's sake.

He adds, "We started Zero Code as a gaming specialty unit in 2006 with a staff of one and two clients. The team's first two campaigns won six awards. In the past decade, Zero Code's output has included many of the most successful and awarded gaming campaigns in the industry, with the crown jewel being the GT Academy series with Nissan. GT Academy, which won the Gold Lion at Cannes, gives virtual racers the opportunity to become real race car drivers."

Without doubt, Dario Raciti applies that same level of real adrenaline and passion to all of his virtual projects.

Doug Ray CEO, Carat

Ask Doug Ray about one of his proudest business innovations at Carat, and he'll immediately answer, The TV Stack. He describes it as a "game-changing" approach to planning TV as it solves a fundamental industry challenge associated with media convergence and rapidly shifting consumer behaviors.



Inspired by mounting evidence of the interconnected and interdependence of media, The TV Stack brings together previously disparate data into a proprietary tool available today in more than 50 markets around the world. The data that underpins audience response curves includes local TV and digital video data, but also—importantly-- YouTube and Facebook data. The latter were critical given the scale of these platforms worldwide and absence of their inclusion in local market tools.

At the time of concept, though, YouTube and Facebook had not leveraged their data to address such a business challenge. "Therefore," says Doug, "we pioneered a new type of relationship with them, which provided access to these partners' data in a way that is now much more common in the industry."

The output of The TV Stack allows Carat teams to illus-

trate the impact of a client's media investment across different video platforms. In every case, whether for consumer packaged goods, automotive, entertainment or retail audiences, metrics such as unduplicated reach, awareness, or purchase intent improves (often significantly) and, with greater efficiencies (CPM) and effectiveness (ROI).

"We have trained thousands of employees to leverage this approach and now operate in a fundamentally different way than we did less than two years ago. We also continue to innovate this product, adding search and social data to further exploit the relational impacts between these media for our clients' benefit."

Doug Ray emphasizes, "At Carat, we believe innovation is everyone's job. Whether it is incremental or transformational in nature, innovation must be part of every solution we bring to our clients. However, there is a growing need among clients to leverage disruptive innovation to future-proof their businesses. That's why we launched the Carat Catalyst group, a multi-disciplined group of communications, content, creative and technology strategists. Working together with clients, we are setting a clear innovative agenda that ensures sustained business growth."

He adds, "I recently read that 50% of the world's top 100 advertisers are either not growing or going backwards and 40% of the world's top 300 companies will no longer exist by the year 2025 (source: World Economic Forum). Given this, marketers have no choice but to innovate. Legacy business models are failing as digital becomes the dominant economy."



Kate Rowlinson
Managing Director, EMEA, MediaCom

Kate Rowlinson is a leader, a driver and someone who combines the ability to create the right environment for inspirational ideas with the attention to detail that makes sure they are delivered.

Since she rejoined

MediaCom (where she started her career) in 2011, she's been instrumental in the incredible success of both the EMEA region and the global network thanks to her incredible work on the agency's new positioning, global planning process and roll out.

Under Kate's leadership, new business wins include eBay EMEA (worth \$100m) and Danone EMEA consolidation (worth \$500m). She also led the Mars planning pitch and the global consolidation of Mars planning into MediaCom in 2015.

This success has been driven by her ability to deploy an entirely new set of planning tools across the global network, helping MediaCom redefine itself as the Content + Connections agency.

Kate worked closely with the Global Chief Strategy Officer, Matthew Mee, – to develop the tools and processes that would enable teams to successfully apply the tools to their client's business. She led the charge in rolling the systems and training required across more than 80 markets in four languages.

Her tenacity and leadership on this has ensured that the agency's vision of Content + Connections is a reality in every market and on every account. The use of these tools has been proven to double MediaCom's effectiveness in new pitches.

Kate's proven record empowering local teams to win more often and more spectacularly has continued and she has also rolled out MediaCom's global new business process, WIN, across EMEA, boosting the quality of ideas and presentations and making sure the agency is even more effective in pitches.

This year she is looking for even greater success and her teams have already landed hundreds of millions of dollars of new business from new clients, while also extending or retaining relationships worth hundreds of millions more. Key wins include Sony, Paddy Power Betfair and Ryanair.

Her work has driven MediaCom's EMEA team to the Number 1 ranking in all RECMA measures affected by New Business performance, recognition of strong market and network vitality.

Kate is recognized as a high flier not just at MediaCom but within WPP and was selected for the exclusive X Factor mentorship programme for senior female executives in 2013. She is also a member of the WPP women's leadership group delivering training for GroupM across EMEA.

Matthias Schrader
CEO, Sinner Schrader

Matthias Schrader is CEO of Sinner-Schrader, one of Europe's leading digital agency groups. Since



the early 80s he has specialized in the world of technology and Internet. While the IT industry has experienced much change and development, Matthias has not only been a trendsetter and pioneer through the decades, but continues to be an innovator today in data-driven digital advertising

This fast growing industry so inspired and captivated him that, in conjunction with Oliver Sinner, he founded SinnerSchrader in Hamburg, Germany by combining a marketing business and a software company that both operated under the sinner + schrader name.

The company grew quickly and became profitable—an unusual feat among internet-based companies at that time. The company was then listed on New Market, the technology market segment for the German Stock Exchange.

After the bust of the dot-com bubble, SinnerSchrader one of few technology companies listed on New Market to survive and ultimately thrive. (In a rare move during the downturn, the company gave \$20 million back to shareholders.) In late 2004 and 2005, SinnerSchrader returned to profitability, largely due to a rebound in e-commerce projects.

Organic growth and expansion soon followed. In 2009, SinnerSchrader acquired an advertising retargeting company, newtention. It was later re-branded as Next Audience in 2012 and re-focused on advertising data analysis technologies. A SinnerSchrader media agency, Mediaby, was established in 2010. The following year the company acquired a mobile device app developer, Tic-mobile, which was renamed to SinnerSchrader Mobile. The company established a multi-disciplinary marketing communications agency, which originally operated independently as Haasenstein, and then merged into SinnerSchrader in 2013. That year, the company also merged two of its subsidiaries, next commerce and spot-media, to form an e-commerce division called Commerce Plus.

Today SinnerSchrader is the fourth largest digital marketing agency in Germany. The agency provides support for online advertising campaigns, analysis of online user behavior and software or website development, among many other specialized services.

Since 2006, Matthias has been Chairman of the annual NEXT event, which is the leading networking platform and foremost Internet conference for digital Europe.

**Karen Seamen
President,
Cramer-Krasselt**

Cramer-Krasselt (C-K) is the second largest independent advertising agency in



the U.S. known for integrated campaigns and has the fun (yet inspired) tagline of “Make friends, not ads.®”

Karen Seaman, a rare executive, has spent more than 25 years at the agency, and without question, C-K proudly proclaims that they are better off because of it. Not only is she responsible for managing C-K’s largest office and operations across the C-K network, but she’s helped manage some of the agency’s greatest successes. Karen has been a driving force in managing C-K’s innovative single-bottom-line model. This “no silos” approach has allowed the agency to be truly integrated, while focusing on developing ideas that work across platforms.

The C-K structure is different. It acknowledges that clients often become the wranglers of specialist agencies that can compete more than they collaborate. Their motto of making friends means looking at potential customers differently and with a different structure. Cramer-Krasselt has completely rejected the profit-center model; their talent is free to collaborate and iterate wherever an idea or need may lead.

Called “Connected Thinking,” C-K is organized around the audience and its receptivity, rather than a message or a profit margin. By eliminating any bias toward profitability through silos, they actually allow for easier integration. They focus instead on a more truthful focus on the combination of communication that will have the greatest impact and the highest probability of success.

Plus, C-K is a member of ICOM, a global network of independent advertising and marketing communications agencies. C-K’s clients with international needs can benefit from the seamless support provided by like-minded companies dedicated to driving brand success across borders. ICOM has more than 75 agencies in 60 countries.

**Stephen Waddington
Partner, Chief
Engagement
Officer, Ketchum
Europe**

As Ketchum Europe’s Chief Engagement Officer, Stephen Waddington - or Wadds as he’s better known



- has been responsible for developing and rolling out more than 20 real-time communication war-rooms across the Ketchum global network.

Called “Story Works” these war-rooms are designed to create original content stories for brands driven by social listening, creative insights and planning across paid, earned, shared and owned channels. In making this high tech, multi-channel integrated approach a reality, he has

effectively created a new standard for modern PR team workflow. He has pushed forward, not just for one of the world's biggest PR agencies, but for what the communication industry overall does in terms of bringing its skills together to deliver a modern integrated PR campaigns.

Among his numerous industry initiatives are:

- #FutereProof, a crowd-sourced exercise that explains how the industry can evolve through a series of detailed essays.
- #PRStack, a project that brought together 250 people to characterize an online tools to modernize communications workflow.

A joint project with BledCom, the international research symposium for PR, that encourages academics and PR professionals to work together in a new community practice.

He has also marshaled a large community of global social experts within Ketchum to compile their social review of 2015 and 2016 and is responsible for driving the integration of digital and social capabilities in client engagements across the agency's international network.

Wadds is responsible for driving the integration of digital and social capabilities in client engagements across our agency's international network where he has made a huge impact as we seek to forge ahead as the most social public relations agency. He's helped characterize the future of public relations, develop competencies, and build teams to match our clients and media in each of our markets and offices worldwide.

In fact, he has the word "disruption" written into his job description, partly because Ketchum wants him to keep coming up with radical alternatives, advocate new ideas, and invent new things. And partly because that's just the nature of how he thinks – he's someone who really does embody the quest for innovation.

As a Visiting Professor in Practice at Newcastle University and as one of the country's foremost experts on the new media landscape, Stephen champions the adoption of social technology to the industry as a writer, conference speaker and award-winning blogger.

Born in Preston, England, Stephen has worked in almost all of the Ketchum markets across the EU, Asia and the US. Today he leads a community of about 500 global practitioners as they seek to understand how the firm can adapt new technologies to better engage their audiences.

Without doubt, Karen Seaman understands branding and brand architecture, which helps to propel the C-K philosophy. She is on the Board of the 4A's and the Chicago Advertising Federation. Karen has been named one of 40 "Women to Watch" by Advertising Age, one of the "Top Women from Pittsburgh" (her hometown), and one of Crain's "Women to Watch." Her hobbies are conference calls, salads and juggling.

Donna Wiederkehr Chief Marketing Officer, Dentsu Aegis Network North America

Donna Wiederkehr has extraordinary drive and extraordinary heart.

As CMO for Dentsu Aegis, she has taken a global holding company into prominence with lots of wins and new ways of working by creating custom solutions for clients. And for the past decade, she has been advocating for orphaned and abandoned children in Rwanda. She helps Chantal Mbanda, the founder of NewHopeHomes.org care for 28 kids. Not only is Donna passionate about her work in Rwanda and travels there 3x a year, but she also has five Rwandan students in College in the US who reside with her on breaks.

Few manage such work/life balance or so actively live a dream of such giving.

In her role at the Dentsu Aegis Network in the Americas, Donna is responsible for driving growth. She has been a part of the leadership team that has reshaped Carat's market position by helping to win pitches worth over \$6 billion in the past 3 years. This momentum resulted in Carat being named Agency of the Year by Ad Age and MediaPost in 2012 and 2013. She has been a driver in getting Vizeum on the map in the US, and transitioning key clients like Microsoft and Reckitt Benckiser.

Although Donna spent the majority of her career in full-service creative agencies, few people realize that her route to advertising was far from ordinary. She was a full time hot air balloon pilot for her father's company. Donna grew up traveling the world and living out of a suitcase while helping companies create awareness for their products. She often jokes that its nearly the same job today.

Today her accolades are plentiful: Donna was named an Ad Age Woman to Watch in 2014. She's been a contributor to Fortune's Most Powerful Women series since 2015. She was named the top performer in Dentsu Aegis Network globally in 2013.

Her blog, a labor of love, is well worth reading at rwandadonna.blogspot.com. New Hope Home Rwanda—homes, not orphanages-- provide for all of the children's needs-- medical, spiritual, educational, emotional etc. Education is at the center of this mission, as is family, and Donna's Rwandan family—like Donna herself—is quite remarkable. Ask her about them whenever you get the chance.



Tom Denford Demonstrates How Greater Clarity on Rebates Is Key to Trust Between Brands & Media Agencies

The survey is based on responses from 140 advertisers and senior executives at agencies. This includes marketers from brands representing a total, annual global advertising spend of approximately USD \$20 billion, while agency respondents came from all six major holding companies, as well as key independent media agencies in the US, UK and Germany. According to Tom Denford, the goal of the study was to show how transparency in its broadest sense, as a business principle, can deliver benefits for both advertisers and their agencies.

transparency in planning and data are overshadowed by advertisers' concerns about agency business models. **Yet, an advertiser that has a strong relationship with their agency, including a transparent and fair payment model, best-practice contractual language that protects**

their interests, and a clear view of how their budgets are traded by the agency is most likely to build a trusting partnership for the benefit of both parties. This

also often results in longer tenure for the agency and an increased willingness to reward them when they deliver business value.”



Interestingly, the Transparency Survey showed that US clients were slightly more positive about current levels of media agency trust as 61% described trust levels as “average,” 26% as “low,” and 13% as “high.” By contrast, European marketers were quite negative with 14% describing trust levels as “very low,” and 22% as “low.”

A significant 81% of US marketer respondents rated “how the agency makes money” as critical to trust. Agency respondents tied “how the agency trades with media vendors” and “how the agency manages rebates/ AVBs” as the most influential factors in determining advertiser trust. Both sides acknowledge the importance of establishing a trusted relationship between client and agency with the vast majority (77%) agreeing or strongly agreeing that a close relationship with external marketing agencies will “tend to deliver a stronger marketing performance.”

Agencies were more optimistic about the future prospects for the relationship, while **also recognizing the challenges facing the business —39% expecting things to get worse, compared to 38% who thought trust levels would improve.** Among clients, the outlook was more sceptical with just 7% expecting trust to increase “a lot,” compared to 15% for

agencies. US advertisers were more hesitant than their European counterparts as 17% expected trust in media agencies to reduce “a lot,” compared to 11% for European-based executives.

These findings were also discussed among an expert industry panel in London this month, hosted by ID Comms. The panel offered a range of advice on how to rebuild trust — from greater openness on how holding companies make money to stronger leadership from marketers as they grow their media expertise and manage their relationships with external partners.

Panelist **Bob Wootton**, ISBA’s long-serving director of advertising and media, believes there is a need for cultural change at agencies regarding whose money is being spent and managed, as well as re-establishing the process for getting the right deal.

Iain Jacob, the EMEA CEO for the new Publicis Media, argued that part of the solution was for agencies to be clearer about what business they were in — commodity or advisory. He said, “You actually have to decide what business are you in and then how you’re going to do that. And there’s nothing wrong with being in a sales business by the way, it’s legitimate, but that’s not an advisory business.”

The debate wasn’t just about agency change. Wootton stressed that marketers were “too vanilla and cheap” when it came to media.



As a result of the Transparency Survey and expert discussion, ID Comms launched The 7Ts, a strategic framework for brands looking to realize competitive advantage in media, by drastically improving their internal capabilities and their relationships with external agencies. This includes techniques to improve Transparency, Technology, Talent, Thinking, Training, Terms and Trading.

The Transparency Survey was conducted between 24th February and 4th March 2016. There were 140 responses in total representing brands with a total, global advertising spend of approximately \$20bn. Job functions of respondents included international Marketing, Media and Procurement specialists, with respondents having a mix of global, regional and local responsibilities. Agency respondents came from all six major holding companies as well as key independent media agencies from USA, UK and Germany. Sixty-five per cent of respondents were based in Europe, 25% in the US and 10% in the Rest of World.

ID Comms is a strategic media co 10% in the Rest of World.



Tom Denford is Chief Strategy Officer of the UK-based, independent media management consultancy ID Comms, and the company's recent Transparency Survey found that more than 70% of advertisers and agencies globally believe that the way an agency manages rebates is the most important factor in the level of trust an advertiser has in its media agency.

Since founding ID Comms, Tom has focused on innovating the productivity of the client / agency relationship, most notably how media resource is organized, how agencies can work better together, and how resources should be paid for. Tom holds a degree in Law (LLB) from London University, is a member of the Chartered Institute of Purchasing & Supply (CIPS) an Associate Lecturer for the Marketing Communications Masters MA at the University of Greenwich.



PEOPLE AND PLACES





PEOPLE AND PLACES



SEMINARS, THINK TANKS AND IDEAS WITH MARKETING THOUGHT LEADERS...

Pictured left to right:

- 1 Vodafone's Kit Haines-Bornheimer (far right) moderates a panel on mobility at the company's US headquarters.
- 2 Paul Polman, CEO of Unilever, addresses a United Nations Global Leadership Dinner at Harvard Club in New York organized by the PVBLC Foundation.
- 3 Kurt Kendall, VP- Consumer Data & Analytics of Under Armour, speaking at special marketers' session with the CMO Council at the annual SAP technology event, Sapphire Now in Orlando, Florida.
- 4 Robert Herjavec, host of TV's Shark Tank program about business investment, and Amanda Brinkman, CMO of Deluxe Corporation, discuss their collaboration in the "Small Business Revolution" to revitalize small businesses in America's small towns.
- 5 Maggie Chan Jones (far right), Chief Marketing Officer of SAP, discusses marketing issues at a Hybris panel at the company's Sapphire Now event.
- 6 *Powerhouse: The Secrets of Corporate Branding*, the latest book by Tenet Chairman, James R. Gregory, is featured at an event on "marketing disruption" by the New York AMA/American Marketing Association.
- 7 Dr. Paul Marsden, consumer psychologist and researcher specializing in consumer behavior, technology and marketing, and Neal Zamore, Senior Vice President, Global Digital Customer Experience at Avis Budget Group, discuss a major new research study called *EgoTech: How to Win the Hearts, Minds and Wallets of Adult Millennials*. This new data on the connection between digital technology and generational narcissism levels explores implications for marketers.





MARKETING MASTERS DISCUSS STRATEGIES IN ORLANDO

The ANA's annual, signature event, Masters of Marketing, was held on October 19–22, at the Rosen Shingle Creek in Orlando, Florida. The conference 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.

Pictured left to right:

- 1 Raja Rajamannar, Chief Marketing and Communications Officer at MasterCard, with golf great Sir Nick Faldo as part of a MasterCard surprise. MasterCard's CMO discussed how the company is transforming itself into an experience brand by giving consumers the tools and experiences to create their own stories.
- 2 Deigo Scotti, Executive Vice President and Chief Marketing Officer at Verizon Communications talked about "the power of collaboration" by bringing the most talented and diverse people to the table to address the needs of the brand.
- 3 Deborah Wahl, US Chief Marketing Officer of McDonald's Corp, shared the company's journey to build a better and more relevant brand.
- 4 Procter & Gamble'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 today.



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