

inter national ist

7
inside issue 2005.

WINTER INTERNATIONALISTS OF THE YEAR

THE PEOPLE BEHIND THE MOST OUTSTANDING MULTINATIONAL MARKETING ACHIEVEMENTS

Mike Jarvis
On The
Challenges
Of Changing
Behavior

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FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

winter 2005

INTERNATIONALISTS
OF THE YEAR

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The people behind
the most outstanding
marketing achievements

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the challenges of changing behavior



cover photo: rob casey/getty images

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From Hub Culture



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COMING

in 2006

Viewpoints on an Industry in Transition

Integration Defined by Today's Marketers

Branding: New Avenues

Top Internationalists: Agency & Media Executives

Changing Perspectives on Global, Multinational & Local

New Criteria for Accountability

Internationalists of the Year:
The Marketers Behind the Brands

Editorial submissions are encouraged.
Submissions may be edited for length and style.
Send your story suggestions and ideas including photos and calendar items to
editorial@inter-national-ist.com.

THE NOTION OF "THE ASIAN CENTURY"

As 2005 ends, politicians, economists, and even marketers state with growing certainty that the next 95 years will be "The Asian Century." Recently, at the AdAsia gathering in Singapore, where 1,400 delegates from a host of countries gathered, the Asian ad community grappled with three themes:

1. World to Asia—which best practices of global brands can be better employed in Asia?
2. Asia to Asia—what is the appeal of successful Asian brands across Asia?
3. Asia to World—how can more of Asia's brands become international?

Discussion points and audience questions often say more about attitudes and trends than broad themes. The attendees were most concerned about current topics that affect us all regardless of geography, such as how blogs can influence a brand's image, irreverence in creativity, and how the media must evolve to reflect changing consumers' needs.

Although these business concerns seem borderless, some perspectives show local flavor. When Tony Fernandes, CEO of AirAsia, was asked about factors that contributed to the success of his Malaysian-based discount airline, he joked that it was in-flight entertainment. For AirAsia, whose mission is to make air travel affordable for Malaysians who had never flown before, that means instead of sophisticated (and costly) in-flight games and movies, flight attendants often organize a passenger sing-along.

With so much focus on the extraordinary growth and potential of China and India, it can easily be forgotten that ingenuity and the sheer passion often contribute to great innovation. So will it be an Asian Century? Perhaps Tony Fernandes has one answer.

NEVER-ENDING CYCLE

The last issue of a year brings a feeling of closure. It's for a reason I can't explain since we are already hard at work on the next one, the first issue of 2006. And there really is no beginning and no end to the cycle. Perhaps it's because with this issue, we have completed three full years of publication. Or perhaps it's because in this last issue of each year, we look back over the past 12 months in reviewing marketing accomplishments to choose our internationalists of the year.

Yet even as we are looking back, we are looking forward. And we are thinking about the big issues of the year to come that we plan to address. In the coming year, in addition to recognizing most outstanding marketers for the third year, we plan to recognize top internationalists in the agency and media worlds in June (we welcome nominations). Other cover stories planned for this year include:

- Viewpoints on an Industry in Transition
- Integration Defined by Today's Marketers
- Branding: New Avenues
- Changing Perspectives on Global, Multinational & Local
- New Criteria for Accountability

If there are other topics you would like to read about, we welcome your suggestions and your submissions.

My very best for a happy and healthy New Year.



deborah malone
PUBLISHER



nancy s. giges
EDITOR

inspiring excellence

In a new execution of the “Keep Walking” series of stories, Diageo uses the game of golf to inspire progress and achievement in a new TV spot for Asia Pacific for Johnnie Walker.

The commercial features golf pros Adam Scott and Paul Casey challenging each other with difficult shots.

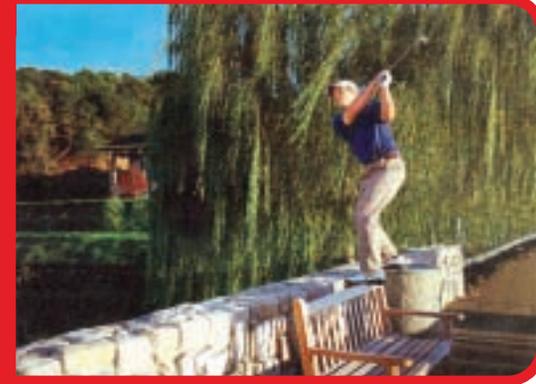
“Golf is an aspirational sport in Asia, especially among up-and-coming young professionals,” said Charles Wigley, chairman, BBH Asia Pacific, which created the campaign. “By featuring two of the biggest names in the business and demonstrating their hunger to keep on improving their game, we hope to inspire young Asian men to keep on bettering themselves, just like the two golf icons.”

The spot also ties into the brand’s golf sponsorship in Asia of the Johnnie Walker Classic to be held this year in Perth in February.

Targeted at 25-to-35-year-old men just starting out in their careers, the commercial takes the viewer into a “practice session” with the two pros. The commercial opens with them practicing their swings on a course. Spurred by boredom, Scott tosses one of Casey’s balls into the rough and throws down the gauntlet. Each player proceeds to push the envelope with increasingly challenging shots: hitting the ball while perched on the branch of a tree; while balancing on a cocktail table, and while standing next to an aggressive-looking alligator. The commercial captures the competitiveness in a fun and playful manner. The media agency is Starcom.

Commenting on the connection between golf and Johnnie Walker, Ajay Asrani, Johnnie Walker regional brand director, said, “The message at the heart of the Johnnie Walker brand, ‘Keep Walking,’ embodies the same core values of personal challenge, resilience, and persistence. All golfers strive continually to improve their game. There is a natural link between the world of golf and the world of personal progress as embodied by the Johnnie Walker brand.”

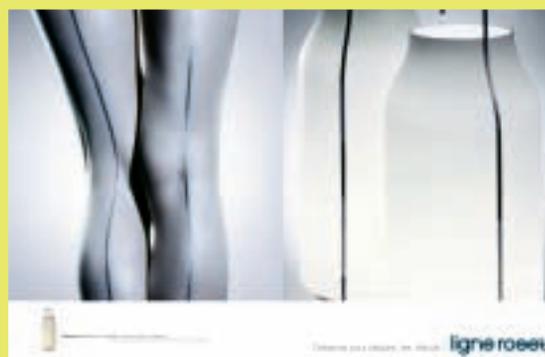
“Keep Walking,” a global theme, is designed to inspire individuals everywhere to progress and intrinsically link the brand with its pioneering spirit. Real people's journeys, famous or unknown, as well as creating new original pioneering journeys, create a platform of inspiration. ●



mobile phone ownership among japanese and chinese teens

Source: Hakuodo Institute of Life and Living survey of teens in Shanghai and Greater Tokyo, Chiba, Saitama, and Kanagawa Prefectures

J A P A N E S E F E M A L E S	9 9 . 0 %
J A P A N E S E M A L E S	9 6 . 5 %
C H I N E S E M A L E S	7 4 . 0 %
C H I N E S E F E M A L E S	7 3 . 0 %



high style

STRIKING IMAGES AND USE OF COLOR (OR LACK OF IT) ARE DISTINCTIVE MARKS OF PRINT ADS FOR LIGNE ROSET CONTEMPORARY FURNISHINGS IN FRANCE. THESE NEW ADS, CREATED BY CALLEGARI BERVILLE GREY, PARIS, ARE NO EXCEPTION. ●

COMING EVENTS

ALL PRICES ARE IN LOCAL CURRENCY UNLESS OTHERWISE STATED

JANUARY 19
IAA U.K. LUNCH
SPEAKER: MARTIN SORRELL,
CHAIRMAN, WPP GROUP

PLACE: The Berkeley Hotel,
London

RESERVATIONS: Annika McCaskie
44(0)-207-381-8777;
office@iaauk.com

PRICE: IAA member £75;
member's guest £85;
non-member £95

FEBRUARY 3-5
ADPRINT EUROPEAN
ADVERTISING FESTIVAL

PLACE: Poiana Brasov, Romania

RESERVATIONS:
cristina.dumitru@adprint.ro;
www.adprint.ro

PRICE: €300

MARCH 1-3
OPA '06 FORUM FOR THE FUTURE
ONLINE PUBLISHERS
ASSOCIATION

PLACE: The Landmark Hotel,
London

RESERVATIONS:
forum@online-publishers.org;
1-212-600-6346

PRICE: US\$1,295

MARCH 9-11
ASIA PACIFIC ADVERTISING
FESTIVAL 2006

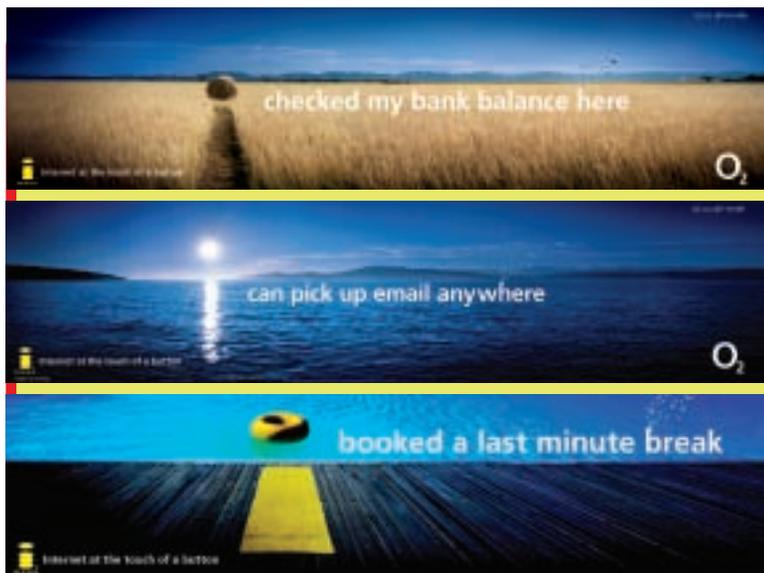
PLACE: Pattaya Exhibition and
Convention Hall, Thailand

RESERVATIONS:
www.asiapacificadfest.com

PRICE: N/A

continued on p.12

Submit your events to
editorial@inter-national-ist.com



making
mobile
internet
access
easier

Mobile operator O2 has introduced i-Mode technology to the U.K. and Ireland with an £8 million TV and outdoor advertising campaign. Developed by NTT DoCoMo, Japan's largest mobile operator, i-Mode is the world's most widely used mobile Internet service with more than 50 million users in 22 countries.

The campaign by VCCP is designed to convey that i-Mode is an easy-to-use, fast, and cost effective way for mobile users to enjoy content from Internet sites they already know.

In a 50-second TV commercial, a helicopter is seen hovering above a pylon with the sun above an aircraft wing and colored seats in a grandstand. Different voiceovers tell how spectators booked a flight, booked tickets to a game, and got away from it all with the "Internet at the touch of a button." Media agency is Zenith.

According to O2, close to 100 well-known brands developed official i-Mode sites prior to the launch. This allows customers to do many of the things they typically use the Internet for, such as banking, shopping, booking tickets, or booking vacations.

The relevance of i-Mode to everyday life is the core of the campaign, according to VCCP. Outdoor advertising demonstrates what "I can do" "wherever I am, whenever I want" with i-Mode, with images shaping an "i." ●

top ten contributors to annual ad expenditure growth 2004-2008

US\$ MILLION, CURRENT PRICES

	CONTRIBUTION US\$ MILLION	% OF SECTOR 2004	% OF SECTOR 2008
U.S.	29.8	42.7	40.8
CHINA	7.9	2.2	3.5
RUSSIA	5.4	1.0	2.0
JAPAN	5.2	10.7	9.7
BRAZIL	4.7	1.2	2.0
U.K.	3.9	5.5	5.2
INDONESIA	3.1	0.7	1.2
INDIA	2.2	0.8	1.1
SAUDI ARABIA/PAN ARAB	2.1	0.7	1.0
SPAIN	1.9	2.0	2.0

Source: ZenithOptimedia

advertising expenditure in 2005/2006 in major regions

Source: ZenithOptimedia

	2005 US\$ MILLION CURRENT PRICES	% CHANGE 2005 VS. 2004	2006 US\$ MILLION CURRENT PRICES	% CHANGE 2006 VS. 2005
NORTH AMERICA	173,292	3.0	182,088	5.1
EUROPE	108,057	3.4	113,032	4.6
ASIA/PACIFIC	82,760	5.0	87,698	6.0
LATIN AMERICA	18,193	17.3	19,670	8.1
AFRICA/M.EAST/REST OF WORLD	21,361	17.4	24,835	16.3
WORLD	403,663	4.8	427,324	5.9

regulations

- A new advertising self-regulatory organization has been formed in **POLAND** to build a stronger, more effective system. It will replace another body that had been responsible for advertising self-regulation for the past eight years. The new organization's membership includes associations representing advertisers, advertising agencies, media companies, and marketing services companies. A new code of ethics has also been created. The system is funded by fees from individual advertisers, agencies, and media that agree to obey the rules of code.
- The European Federation of Magazine Publishers is exploring the establishment of a European Parliament Intergroup on advertising to bring together cross-country and cross-party parliament members who are opposed to advertising bans and restrictions. According to the Periodical Publishers Association, when ad issues previously were discussed in parliamentary meetings, only those in favor of bans and restrictions were heard. An Intergroup would be a balancing voice against them in future debates. ●

hit products reflect positive mood in japan

Dentsu's annual survey of hit products in Japan revealed a trend toward positive consumer confidence.

After years of sluggishness, the economy moved toward recovery and boosted confidence. The overall takeaway from the 2005 survey was "vibrant consumption," a phrase Dentsu uses to express the consumer mindset.

The agency said the nomination of some 160 different products reflected widely varied spheres of consumption, including items offering a fuller, higher-quality audio-visual life, convenient IT-related products imparting a sense of individuality, health foods contributing to the realization of LOHAS (lifestyles of health and sustainability), and expanding relationships to include more people, goods, and interests as information technologies and communications evolve. ●

dentsu's 2005 hit products in japan

- 1 PORTABLE DIGITAL AUDIO PLAYERS
- 2 HDD-EQUIPPED DVD RECORDERS
- 3 BLOGS
- 4 WIDESCREEN FLAT-PANEL TVS
- 5 AGAR WEED GELATIN
- 6 THE 2005 WORLD EXPOSITION, AICHI, JAPAN
- 7 MOBILE PHONES WITH ELECTRONIC PAYMENT FUNCTION
- 8 "GOKUJEN" (INSPIRING COMIC-BASED TV DRAMA OF GANGSTER'S GRANDDAUGHTER TURNED TEACHER)
- 9 ELECTRONIC MONEY
- 10 MUSIC DISTRIBUTION SERVICES

Based on an Internet survey by Dentsu's Center for Consumer Studies of 1,000 Japanese consumers over age 15 conducted in November.

2005 advertising outlook in key industrialized countries

% change over prior year in nominal currencies

Source: UniversalMcCann's Insider's Report by Robert J. Coen

COUNTRY	2005	2006
A R G E N T I N A	23.0	15.0
B R A Z I L	17.7	23.0
S P A I N	8.5	5.0
N E T H E R L A N D S	6.1	5.0
A U S T R A L I A	6.0	4.3
M E X I C O	5.0	10.0
U . S .	4.6	5.8
U . K .	4.0	4.0
C A N A D A	3.5	3.5
F R A N C E	3.0	2.5
I T A L Y	2.0	3.1
J A P A N	1.6	1.3
G E R M A N Y	0.8	2.6

air freshening by day

AIR FRESHENING TAKES ON A WHOLE NEW MEANING WITH THIS SPOT FOR THE NEW SENSOR VARIANT FROM SARA LEE'S AMBI PUR THAT SWITCHES ON AND OFF AUTOMATICALLY WITH LIGHT. A TV SPOT BY GREY & TRACE BARCELONA THAT TELLS THE STORY IS RUNNING IN GREECE, PORTUGAL, SPAIN, AND THE U.K. ●



gamers welcome ads

The presence of ads in games increases the enjoyment of participants, according to a study sponsored by Activision and Nielsen Entertainment.

The study confirms earlier findings that product integration helps to drive awareness and recall but also found that pervasiveness contributes to driving brand awareness as well. Furthermore, the combination of product integration and pervasiveness results in a high degree of persuasion, the willingness of consumers to change their opinions of a brand and/or recommend it to others.

Contrary to the assumption that highly pervasive ads would detract from the game play and frustrate gamers, a majority of study participants said that when the product is relevant to the game, advertising enhances the experience, according to the research.

The study was conducted among 1,350 active male gamers ages 13 to 44. This study is the fourth component of an ongoing joint initiative to develop standardized tools to measure the value of in-game ads. ●

COMING EVENTS

MARCH 21–23
DUBAI 2006:
CHALLENGES OF CHANGE
40TH IAA WORLD ADVERTISING
CONGRESS

PLACE: The Dubai International
Convention Centre

RESERVATIONS:
www.iaadubai2006.com;
info@iaauae.org

PRICE: Member US\$1,200;
non-member US\$1,400

APRIL 27
GLOBAL MARKETING SUMMIT
IAA NEW YORK

PLACE: Park Central Hotel, New York

RESERVATIONS:
jill.henry@iaany.org ;
1-212-338-0222

PRICE: member US\$350;
non-member US\$475

MAY 1–3
5TH FIPP INTERNATIONAL
BUSINESS MAGAZINE
& PROFESSIONAL MEDIA
CONFERENCE

PLACE: Millennium Hotel
& Grosvenor Hotel, London

RESERVATIONS: Lucy Fairclough
lucy@ppa.co.uk

PRICE: Member £646.25;
non-member £936.48
(VAT included);
fee rises after March 31

MAY 15–16
WFA/UDA GLOBAL
ADVERTISER CONFERENCE
WORLD FEDERATION
OF ADVERTISERS WITH
UNION DES ANNONCEURS

PLACE: The Westin Paris

RESERVATIONS:
paris2006@wfanet.org;
32-2-502-5740

PRICE: €540 WFA-UDA members;
€700 non members;
gala dinner
€100 member;
€200 non-member

JUNE 14–15
ONLINE MARKETING EUROPE
2006

PLACE: Palacio de Congresos,
Palma de Mallorca

RESERVATIONS: info@ome2006.com;
34-971-22-78-86

PRICE: €55 until June 1;
€65.00 at entrance (VAT included)

i n m e m o r i a m

GEOFFREY FROST

BY DAVID CLARK • VP-GLOBAL MARKETING PARTNERSHIPS, MTV NETWORKS

When Geoffrey Frost died suddenly this November, not only did we all lose a unique, inspiring, and all-around wonderful and magnetic character, the marketing and media community lost a smart pioneer at a time when smart pioneers are perhaps needed most.

Not too long ago Geoffrey responded to an email of mine with, “Yes, up and down two way verticals, but really any which way laterals with recombinant content...let’s go!” I had no idea what he was talking about, but I got the message. Think unconventionally, try new things, and above all—move.

To Geoffrey, today was always tomorrow, and the big Nikes that he filled were always walking around in the future. I always found it interesting that he knew, worked with, and collaborated with so many diverse people across MTV Networks. How many CMOs are really building relationships directly with media brands? That’s not exactly normal, but is exactly the point. He was reinventing the marketing model; he was reinventing the agency relationship; he was reinventing the “device formally known as the cell phone,” and he was reinventing Motorola. And he was the first to suggest that “Madison & Vine” should really be “Madison & Vine & Valley.” Seems so obvious now.

Along the way he gained wide acclaim for his work as executive VP–chief marketing officer of Motorola, but also admiration for his intellect, sense of humor, friendliness, and larger than life presence. The marketing community has suffered the loss of one of its best mavericks and a true giant.

We will truly miss him. ●



Chris Casaburi

DOUG HILL

Doug Hill rarely had a bad day until about seven years ago. He was quick with a smile, perpetually upbeat, and driven to make others laugh. His wit and good nature provided the foundation for his success in marketing and with the tools for working as a radio disc jockey and dabbling in stand-up comedy.

Beyond his accomplishments in life, his greatest contribution to society might have come when he died at age 45 and donated his brain to researchers at Northwestern University. Doug knew the name of the disease that slowly ravaged him, but neither he nor his doctors knew much about what causes frontal lobe dementia, much less how to stop or cure it. So Doug offered himself for study by Northwestern doctors and the National Institutes of Health in hopes that his death would save lives in the future. The illness attacks the brain much as Alzheimer’s disease does, but it favors younger victims, often in their 30s and 40s.

Doug was a kind and generous person who looked out for others, particularly his wife, writer and TV producer Julianne Skur Hill, a former international editor at *Advertising Age*, and their son, Nick. Doug was diagnosed with frontal lobe dementia in 1999. Stories about his struggle appeared on National Public Radio’s “This American Gift” program, in *Real Simple*, *Health*, and *Promo* magazines, and in *The Columbus Dispatch*. And his 10-year-old son organized a triathlon fundraiser, Tri 4 Daddy, which raised more than \$10,000 to support Northwestern’s research of frontal lobe dementia.

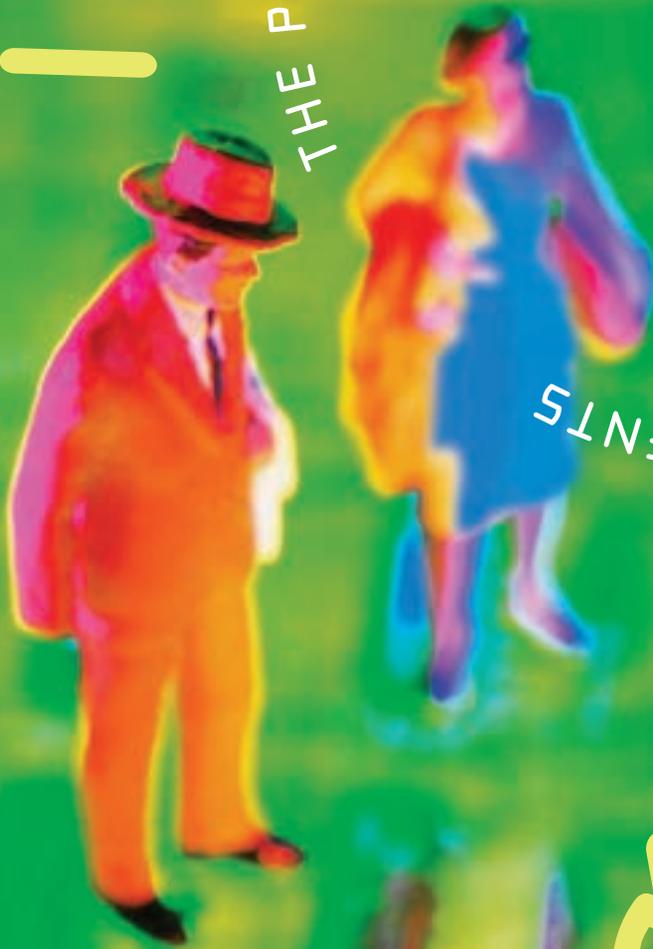
Those who knew Doug talk about the handsome, funny man in their memories. They see him running marathons. They hear him reading with children, and they see themselves crying tears of laughter over the comedy skits he developed as a student of improvisational humor at the Players Workshop of The Second City in Chicago. They see him writing copy for clients such as McDonald’s, Chevron, Oscar Mayer, Converse, and M&M/Mars. And they hear him joking on air as the program director at the campus radio station at Ohio University, where he graduated with a degree in radio/television communication.

David Mould, associate dean in the College of Communication, said as successful as Doug was, his potential was not fully realized. “He had the ability to use humor and sound in a way that few other students I’ve worked with have been able to do. It was smart. It was inventive. I’m so sad that more people didn’t have the opportunity to experience the wit and wisdom of Doug Hill.” ●

INTERNATIONAL

THE PEOPLE BEHIND THE MOST OUTSTANDING MULTINATIONAL MARKETING ACHIEVEMENTS

YEAR



THE LISTS OF

THE

selected by the staff of internationalist

Nine international marketing executives have been named “internationalists of the year” by internationalist magazine. In the magazine’s second annual recognition of the individuals behind outstanding marketing achievements, these men and women from Africa, Asia, Europe, and the U.S. have made their mark on international marketing communications during the year. They represent a range of industries from hotels to airlines to technology and even a country. They have dared to do something different to break through, and they have succeeded. Some are just starting on longer-range journeys; others are farther down the road. We salute all of them.

- | | |
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| Lenovo | |

steve wilhite



Nissan's re-emergence as a global brand is one of the surprise turnarounds of recent years. The marketing opportunity grew naturally from the massive restructuring of the company's design, manufacturing, and management approaches that followed the company's alliance with Renault in 1999.

Building Nissan's SHIFT_ campaign to support marketing worldwide, including Japan and now China, has been the key task for Steven Wilhite, VP-global marketing for Nissan Motor Co.

Wilhite joined Nissan initially as VP-marketing for Nissan North America and moved to his worldwide role in July 2004. Wilhite works closely with his agency, G1, a global partnership of TBWA Worldwide and Hakuhodo, and draws on his experience with Volkswagen and Apple to meet his new objectives. He aims to convey the brand's bold style, versatility, and driving performance to motorists everywhere. "The concept is best captured in the line [CEO] Carlos Ghosn said in Detroit in 2002 that everything we touch, we shift—and everything we shift, we try to make better and uniquely Nissan," Wilhite says.

"Shift_ is not just a tagline, but a manifestation of who we are," he adds.

Wilhite says that while the journey to Nissan's future is by no means complete, giant strides have been made and varies by region.

"The great news," he says, "is that in virtually every market we are moving in the right direction.

We are closing the gap in virtually every part of the world." ●

NISSAN MOTOR CO.

JAPAN

peter moore

Breaking the rules is the recurring theme that comes to mind when Peter Moore talks about Microsoft's marketing of Xbox.

Responsible for worldwide marketing and content for Microsoft Xbox 360, he sees his mission as figuring out what the brand should be in 2010, and acting accordingly now. Advertising this year in preparation for the arrival of the new console featured the invitational tagline, "Jump In," but did not contain even a single product shot, a move that caused many Microsoft executives to shake their heads in doubt. Plus, the "Jump In" tagline ran in English in every market of the world.

Even before Xbox completed an unprecedented marketing-driven rollout of Xbox 360 in North America, Europe, and Asia in just 18 days, consumer demand was already exceeding manufacturing capability. Why the rush? Because, according to Moore, whose official title is corporate VP-worldwide marketing & publishing for the home & entertainment division, "news travels in real time, and a marketer has to leverage that power to have a multinational success today."

If that weren't enough rule-breaking, Microsoft is in the unusual position of being the underdog in video gaming, up against Japanese giants who created the category. As a result, the Xbox budget is massive, estimated at \$4 billion invested in development and marketing of just the new 360 console, and the message is disruptive enough to indicate that it is reinventing technology and entertainment on a global level.

Xbox is hailed as the next generation of "connected entertainment" linking communities linked throughout the world. The aim is not merely to take the company from the office to the living room but to be at the heart of a new generation of family and global leisure activity. ●

MICROSOFT

U.S.

INTERNATIONALISTS OF THE YEAR



judy everett

Changes in society's expectations of multinational companies and changes in the media landscape have led companies such as Shell to re-tool their approach to communications. No longer is it enough to promote brands, services, or a corporate message through traditional media—companies must actively contribute to public debates about environmental, development, and other issues while exploring new media channels and partnerships to engage varied stakeholder and interest groups.

Judy Everett, Shell's corporate identity advertising manager, plays a leading role ensuring Shell successfully addresses the new challenges and takes advantages of new opportunities to work with and use media. She describes her mission quite simply as to make the Shell brand and message "unavoidable." Part of the strategy includes working with media companies to create new opportunities to engage stakeholders that are tightly integrated with advertising campaigns.

One example is a collaboration with CNBC Europe and The Wall Street Journal that included broadcast, print, and online. Shell has been an advertiser on CNBC Europe's "Questions for the Future" series of one-hour discussion programs about economic and business issues as well as geopolitical trends.

Coinciding with the television were a series of advertising sections in The Wall Street Journal Europe and The Asian Wall Street Journal with related articles. Readers are also directed to a special web site where they can join online debates and e-mail comments.

Prior to joining Shell, Everett was business development manager for Scottish Enterprise, an economic development agency, where she worked on a variety of projects, including tele-commuting, career advice and training, and diversification of the region's economic base. ●



SHELL

U.K.

LAST YEAR'S WINNERS

- RACHELLE BERGES/Motorola ● YAZID BIN MOHAMED/Malaysia Airlines ● DEE DUTTA/Sony Ericsson Mobile Communications ● STEVE JOBS/Apple ●
- ALLISON JOHNSON/Hewlett-Packard Co. ● ERIC B. KIM/Samsung Electronics ● LARRY LIGHT/McDonald's ● STEWART E. MCHIE/ExxonMobil ●
- ANITA MEHRA HOMAYOUN/Department of Civil Aviation, Government of Dubai ● ZHANG RUIMIN/Haier Group ● ERICH STAMMINGER/Adidas-Salomon ●
- JAMES B. STENGEL/Procter & Gamble ● PETER STRINGHAM/HSBC ●

thomas f. o'toole



Tom O'Toole is a believer in brand consistency, especially for a global hotel company, but at the start of the 21st century, the hotel business was so tough, it was a difficult strategy to implement. O'Toole, who is senior VP-strategy & systems of Global Hyatt Corp., says there has always been recognition that brand consistency is important. But "out of practical necessity we allowed for greater variation between our hotels in different markets," and that did take a toll. As business turned more positive, he began doing the groundwork that has led to Hyatt's biggest TV campaign in ten years, which in turn is reaping rewards. To O'Toole, brand consistency goes far beyond advertising and graphic standards... "right to the operating standards level to things as simple as having services, amenities, and features across hotels the same." So before advertising about the brand could begin, Hyatt had to assure that a customer would get a comparable level of services regardless of whether staying in Tokyo or Berlin or San Francisco. Brand consistency and brand standardization are concepts easier to put on paper than in practice, he says, because the hotel also needs to respond to local culture and market conditions too. Rates can be so different in Cleveland vs. Hong Kong, but he says Hyatt is trying to strike the right balance. "We are coming back to what I consider a more balanced position to insure we aren't compromising our brand consistency while at the same time doing what is economic for the local market."

The advertising, especially the television, looks and feels the same everywhere, and "print is coming together," he says. All statistics say that everything is working. "Every index—occupancy rate, revenue index relative to our competitors, market share, and customer satisfaction—is going up. It's the best of all worlds. If one can increase [all of those] simultaneously, it suggests that we are on the right track," he says. ●

GLOBAL HYATT CORP.
U.S.

tony fernandes

Tony Fernandes arguably may be his company's most effective marketing tool. Recognized as pioneering local-cost air travel in Asia, he and three partners started AirAsia in 2001 with the simple goal of making air travel more affordable to his native Malaysians. In that short time, he's grown the company from two planes to 28 with over 100 daily flights.

Undaunted by taking on some of the world's best known Asian carriers, Fernandes was behind the launch of an irreverent ad campaign this year with tagline: "There's a new girl in town. She's twice the fun and half the price." This aggressive campaign, running in eight markets—(Cambodia, China, Indonesia, Malaysia, Philippines, Singapore, Thailand, and Vietnam)—marked AirAsia's first major pan-regional advertising effort. Perhaps even more attention-grabbing was the airline's offer of what is believed the largest free ticket campaign ever in Asia, two million one-way tickets for all domestic and regional flights departing from its four hubs.

According to AirAsia, the company's online bookings have increased to 65%, and the two million seat giveaway is considered a "thank you" to all flyers who have contributed to the airline's success. The carrier calculates that it has carried 15 millions passengers in the region. This offer simply enables more Asians to travel by air, according to the company.

Fernandes' style has often been compared to Richard Branson's—from red logo and uniforms to David vs. Goliath attitude to related services under the "Go" name. AirAsia also now offers GoCar, GoHostel, and GoHolidays. His approach to marketing is both practical and fanciful. He acknowledges that the objective of running an airline is to get people from "point A to point B." But he knows that at a time when low-cost carriers have cut out frills, "creativity matters." He says, "We involve our passengers in creating entertainment. If there are any passengers who can sing, we get them to sing during the flight!" ●



AIRASIA
MALAYSIA



yvonne johnston

In the four years since Yvonne Johnston has been championing Brand South Africa, the country has seen extraordinary growth and garnered greater respect as a member of the international community.

In fact, the country has experienced more than 25 consecutive quarters of growth, a precedent not seen in 40 years. As CEO of the International Marketing Council, which reports to the country's president, she has put together a team that is creating a positive, united image for South Africa. They are getting out the word that South Africa is a good place to vacation, a good place to work, and a good place to invest in. In other words, Brand South Africa is attracting the attention of decision makers and becoming part of the consideration set for businesses and travelers.

Before the Council was formed in 2000, there was no unified effort promoting the country, and the messages were varied. The council's role also encompasses realizing international relations objectives: to establish an integrated approach within government and the private sector towards the international marketing of South Africa and to build national support for Brand South Africa. Using everything from trade missions to pan-European advertising to branding London's taxis with positive messages such as, "South Africa: Alive with Possibility," she has improved the country's image with both local and international strategies to align South Africans behind the brand as well as to engage international thought leaders.

With this work, she has created a strategic advantage for the country in an increasingly competitive marketplace. ●



THE INTERNATIONAL MARKETING COUNCIL OF SOUTH AFRICA
SOUTH AFRICA



Judy Hu, global executive director of advertising & branding, has been pushing the envelope ever since she joined GE just over three years ago. This year, her persistence resulted in making GE's commitment to aggressively address environmental challenges the centerpiece of the company's corporate campaign.

The integrated advertising and communications plan, themed "Ecomagination," the same as the company's name for its corporate initiative, is getting attention and winning awards. The campaign uses advertising, public relations, online, event marketing, and investor relations among other tools to communicate that GE plans to sell products and services that help customers deal with environmental issues.

The tagline, "imagination at work" took top honors in this year's Advertising Week 2005's contest in the U.S. to determine the top two favorite icons and slogans. The public cast more than 500,000 votes in the online contest in which 26 slogans competed.

Other honors have come from the organization American Business Media and Media magazine.

"With 'Ecomagination,' GE put its stake in the ground to help the world and help the environment," Hu told BtoBOnline.com earlier this year.

"The ad campaign is designed to communicate that promise," she said.

Both the message by BBDO and the way it is being conveyed by OMD have been applauded. The ads address how GE is developing cleaner products across all of its businesses. In addition to traditional media choices, signage and boards have been strategically placed in major markets around the world from Paris to Shanghai. ●

GE

U.S.

peter borer

Peter Borer took a big risk when he launched a campaign totally uncharacteristic for the luxury hotel chain he runs.

In the process, he managed to turn traditional luxury hotel advertising upside down, or perhaps better said, it tells a dramatic story through the opposite end of the camera lens.

Peninsula Hotels was seeking to launch a new international branding campaign on three continents that would distinguish its seven properties in Bangkok, Beijing, Beverly Hills, Chicago, Hong Kong, Manila, and New York from other upscale hotel competitors.

Recognizing that Peninsula was best differentiated for a trademark graciousness and superior service, Borer, who is chief operating officer, decided that focusing on the hotel staff, many of whom had long years of dedicated employment, was the best way to express the brand's values, better than typical hotel depictions of famous guests or exotic locations and elegant properties.

He called on world-renowned photographer Annie Leibovitz, best known for her work with celebrities, to turn bell captains and chambermaids into stars in a campaign, called "Portraits of Peninsula." Through them, she captured the hotels' culture and style of hospitality where relationship and personal connection between the staff and guests is paramount. The campaign, implemented by Agencysacks, used dramatic photography with minimal copy to make the strongest possible impact in select international travel, lifestyle, and business publications around the globe, and was launched using four and eight-page inserts on elegant matte paper stock.

A website execution has received thousands of hits. ●

PENINSULA HOTELS

HONG KONG

INTERNATIONAL
THE YEAR

deepak advani

Deepak Advani is already proving that he recognizes he must perform a delicate balancing act. The senior VP-chief marketing officer of Lenovo, China's leading computer company which acquired IBM's PC products early this year, is walking a fine line in deftly transferring the intrinsic value of the IBM brand to the Lenovo name. It's a challenge that he must complete over the next five years when the products can no longer use the IBM name.

Advani comes well prepared for the job with a background in both technology and marketing, and it's in both those arenas Lenovo has said it will play to achieve lofty goals. Among Advani's achievements was helping IBM catapult from third to first place in high-end servers in just two years.

Nevertheless, his new assignment is putting his skills to the test as he embarks on building the Lenovo brand worldwide: Buying a brand name as American as apple pie and leveraging its value to transform a Chinese name into a major global player is quite ambitious. Some of the groundwork was laid before Advani came on board. One of the first steps was the creation of the name Lenovo just two years ago when the Chinese company, then called Legend, recognized it would be difficult to use the Legend name in many countries. Additionally, other programs started before the completion of the IBM deal are helping pave the way, and Advani is taking full advantage.

Lenovo was the first Chinese company to be an Olympic sponsor with related activities already underway in China for more than a year. The big payoff is expected next year when the Lenovo name has the potential of being seen by some 3 billion TV viewers watching the Winter Games in Turin. Then two years later with the Olympic Games being held in Beijing, Lenovo is banking on an even greater boost in recognition worldwide. ●

LENOVO

U.S./CHINA

INTERNATIONAL
THE YEAR

on one's very best behavior

The ultimate task of marketing communications is to change behavior. Unless we get customers to behave in ways that benefit our clients' businesses, our value to those clients is at best marginal.

It seems odd then that so many agencies still insist on presenting strategies and campaigns focused solely on achieving brand awareness or changing perception as the final outcome. Of course, the traditional view is that awareness leads to preference then to action. This process appears totally reasonable, so reasonable in fact that to suggest otherwise is tantamount to heresy. The problem is that, while reasonable, this process can lead to an oversimplified approach. It's an approach that enables the agency to do the easy part and then wash its hands of responsibility thereafter. Factor in the complexities of a business-to-business sales cycle, and this kind of simplistically linear approach looks very shaky indeed.

Of course, below-the-line agencies would say that they already focus on changing behavior of consumers. They have nowhere to hide from poor response figures. If they don't perform, they're out, they would say. When below-the-line campaigns are done well, they can have a significant impact on the client's business. With the latest data planning techniques, it is easier than ever to identify what stage a customer is at in the buying process (although this is still complex in business-to-business). And with variable print, we can now tune offers ever more precisely and get closer to true one-to-one communications with the customer.

The problem is that even with such sophisticated data intelligence, much of the industry still relies on the carrot-and-stick approach. The customer is either incentivized with an offer or warned of the consequences of inaction. Alternatively a long-term CRM approach is undertaken in the hope that the good will generated (and occasional nudges) will lead to increased loyalty and greater propensity to repurchase. In an age of ever falling response

rates, "do not call" lists, and brand disengagement, this is no longer enough to guarantee success.

the challenge of behavior

Instinctively, behavior feels like a messy business. Even psychologists can't agree precisely what drives it. A moment's thought reveals that the number of internal and external factors that may affect a person's behavior at any time must be huge. And anyway, surely it is simply impossible to predict a person's behavior with any degree of accuracy (although anyone who drove to work this morning did so many times with amazing accuracy). I even read one blogger recently claim that behavior was immutable (obviously he wasn't a former smoker).

The answer, in fact, lies not with the intricate workings of the mind but with the identifiable signposts marking the process of change. This coupled with a deeper, more useful understanding of the individuals involved and a better way of structuring communication offers a blueprint for today's marketers. Of course, all that sounds wonderful in theory.

Over the last year-and-a-half, we at Banner have been working to build a structured behavioral change methodology. To do so, we stepped outside the world of marketing and communications that we're all used to. As interesting as many of the latest "advertising theories"

“Instinctively, behavior feels like a messy business.”



are, too often they appear designed more to sell books for their authors or differentiate their agencies in credentials meetings than to achieve tangible results for their clients. The buzzwords may sound good but ultimately have little depth (certainly too little to risk already tightened budgets on).

The methodologies we adapted to our needs had the advantage of long empirical histories (over 50 years in one case). They had enormous sample bases for us to draw on. And they'd been tried and tested in virtually every field except marketing. We used a behavioral change model that's helped people quit smoking, lose weight, and take up new lifestyles. We adapted the world's leading personality typing theory to deliver a truly actionable segmentation system. And we implemented language strategies that have been used everywhere from sports coaching to Ross Jeffries' Speed Seduction. The results have shown that far from a dark art, behavioral change is a pragmatic, achievable aim.

what we've learned

It's amazing what you discover when you look a little deeper. One element to the methodology concerns personality typing, and we have developed a behavioral index. This takes the theories that underpin the Myers-Briggs typing system and applies them to whole markets. So far we have typed over 10,000 people across a range of markets and geographies. The results have been fascinating.

There are 16 types in the system. In an average population you'd expect them to roughly even out with no single type gaining more than 10% share. When we indexed IT directors, however, we found that in the U.S. just three personality types accounted for almost 60% of the market (in mid-market companies one type alone made up 38% of respondents). This was repeated in Europe. In the U.K., three types made up 40% of IT directors. In France two types made up 47%. And in Germany, four types made up 69%, with a single type accounting for a quarter of the market.

This kind of clustering is interesting in itself. It shows what many human resource professionals have known for a long time—certain personality types are drawn to certain professions. But

“
...we can already see that to achieve real behavioral change we need to structure our messages very differently in each and every market.”

for the international marketer, the lessons run far deeper than that.

The clusters in each market were different. Often radically so. The top scoring type in the U.S. scraped barely 5% in Europe. The pattern in France was diametrically opposite to that in Germany. And the single type that accounts for a quarter of the market in Germany comes in at just 14% in the U.K.

what does it all mean?

A personality type profile can tell us an enormous amount about the behavior and motivations of an individual customer. How they make decisions. How they like to be communicated with. How they function in teams. What angers them. Even their parenting style and what happens to them under stress. In fact there are some 24 different categories of information.

Before we even add in the change model or language patterns, we can already see that to achieve real behavioral change we need to structure our messages very differently in each and every market.

Taking the IT directors example, in the U.S. we would want to show evolution over revolution, we would want long-term consistent messaging, and we would build in a loyalty component. In France, we would sell the vision, focus on the theory, and never claim our solution is the only solution. And in Germany we would focus on the short-term benefits, on the practical application, and give the audience opportunities to touch and feel the products.

What this shows is that once we have the right tools and right understanding, we can elevate behavioral change out of its apparent complexity. We can begin creating strategies and programs that explicitly and directly work towards altering customer behaviors. That's because it's behavioral change that hits the bottom line. It's not awareness. It's not perception. It's not intention. And unless today's agencies can clearly demonstrate how what they do positively affects customer behavior (without smoke or mirrors), they run the risk of becoming marginalized. ●

Mike Jarvis is
international media director
of Banner Corp.

nation brands

Australia came out on top as the world's strongest nation brand, according to the second Anholt-GMI Nation Brand Index, which ranks the power and appeal of 25 countries.

The ranking is based on the opinion of 10,000 consumers from 10 countries, who were surveyed about their perceptions of a country's cultural, political, commercial and human assets, investment potential, and tourist appeal.

The index was developed by Simon Anholt, a leading authority on place branding. The survey is conducted by market research firm GMI. In the first survey published last May, in which only 11 nation brands were analyzed, the top three markets were Sweden, U.K., and Italy, respectively. In the more recent expanded survey, Canada and Switzerland rank Nos. 2 and 3, respectively.

The index is "designed to measure the real underlying brand power of each country, something that takes generations to build and change," said Anholt. "Nation brand is an important concept in today's world. A powerful and positive nation brand provides a crucial competitive advantage in today's global marketplace where countries compete for the attention, respect and trust of investors, tourists, consumers, donors, immigrants, the governments of other nations, and the media."

He noted that results show that to be a top nation brand, the country needs to be stable, liberal, democratic and Western, with a tendency to neutrality. The factor that appears to have the most positive effect on a person's perception is direct personal experience, for example, visiting as a tourist, he said.

key findings:

- Australia—The panel's overall first choice for quality of people, tourism, and investment/immigration made this the No. 1 brand. But low rankings for products and culture are a concern. The latter finding is a surprise given the strength of Australia in popular culture, for example, in music and movies.
- France—The country ranks at the lower end of the richer Western nations on just about every count apart from culture, coming in second overall after Italy.
- U.S.—On investment and quality of products, the U.S. still scores high marks in global opinion; however, the poll ranks German branded products above American ones, a surprise considering American brands hugely outnumber German brands.
- China—In most rankings, China is in the bottom third, except in cultural heritage, where it ranks No. 2 after Egypt. Despite its global manufacturing strength, Chinese-branded products come last, below those of India, Russia, and Turkey.
- U.K.—The U.K. the only nation in the top five to be in the mainstream economically and politically and the only nuclear power. The quality of its people (No. 3) and culture (No. 4) are key factors, but the U.K. scores well on products (No. 6) and place to invest in (No. 5), too. ●

HOW THE NATIONS STACK UP

1 AUSTRALIA	14 JAPAN
2 CANADA	15 BRAZIL
3 SWITZERLAND	16 MEXICO
4 U.K.	17 EGYPT
5 SWEDEN	18 INDIA
6 ITALY	19 POLAND
7 GERMANY	20 SOUTH KOREA
8 NETHERLANDS	21 CHINA
9 FRANCE	22 SOUTH AFRICA
10 NEW ZEALAND	23 CZECH REPUBLIC
11 U.S.	24 RUSSIA
12 SPAIN	25 TURKEY
13 IRELAND	

RECMA's projections of media agency rankings for 2005

RANK	NETWORK	BILLING US\$ IN MILLIONS	% GROWTH 2005 vs 2004
1	OMD	23,075	6.8
2	Starcom MediaVest	22,013	7.1
3	MindShare/GroupM	21,475	12.5
4	Carat	19,752	4.6
5	Mediaedge:cia/GroupM	17,061	14.4
6	ZenithOptimedia	16,740	15.7
7	MediaCom/GroupM	15,776	10.9
8	Initiative	13,372	-3.1
9	Universal McCann	13,074	-2.3
10	MPG	8,968	2.4
11	PHD	5,430	-3.5
12	Vizeum	2,241	9.5
	TOTAL NETWORKS	178,977	7.4
	OTHER NON-NETWORKS	63,724	3.3
	TOTAL	242,701	5.3

TV VIEWERSHIP IN ASIA* PAST 7 DAYS (% REACH)

Discovery Channel	20.7
CNN	17.6
National Geographic Channel	15.0
MTV	11.9
ESPN	10.7
STAR Movies	10.5
BBC World	9.5
STAR Sports	9.5
Animal Planet	8.3
Discovery Travel & Living	7.1
AXN Asia	6.4
CNBC	6.2
STAR World	5.3
Channel [V]	4.6
Channel NewsAsia	3.9
Hallmark Channel	3.3
Phoenix Chinese Channel	3.1
Bloomberg Television	2.0
Sport-i ESPN	1.2
Channel [V] International	0.6

SAMPLE SIZE	19,915.0
PROJECTED UNIVERSE	13.455 million

*Bangkok, Hong Kong, India, Jakarta, Kuala Lumpur, Manila, Seoul, Singapore, Sydney, Taipei, Tokyo

AVERAGE ISSUE READERSHIP IN ASIA*(% REACH)

Total Reader's Digest	12.4
Reader's Digest English	7.5
National Geographic	6.3
Time	5.7
Reader's Digest Chinese	3.1
Total Newsweek	3.9
BusinessWeek	2.7
The Economist	1.9
Business Traveller	1.6
Financial Times	1.5
Fortune	1.5
Yazhou Zhoukan	1.3
The Asian Wall Street Journal	1.0
Forbes	0.9
International Herald Tribune	0.7
Asiamoney	0.7
USA Today	0.6
CFO Asia	0.5
Asia Inc.	0.4

SAMPLE SIZE	18,453
PROJECTED UNIVERSE	8.653 million

*Bangkok, Hong Kong, India, Jakarta, Kuala Lumpur, Manila, Seoul, Singapore, Sydney, Taipei

re-thinking global

As much as multinationals would like to execute a promotional program around the world, the obstacles just loom too large.

B Y
L O U I S
H A U G H

Multinational sales promotion campaigns for multinational brands, unlike broadly marketed advertising campaigns for the very same names, are pretty much nonstarters.

For someone who has spent much of his professional career in planning and developing promotions for a variety of brands, including a number of well-known multinational ones such as Coke, Nescafé, Fujifilm, and Kellogg corn flakes in the U.S. as well as in Latin America and Europe, it is not an easy pill to swallow. That's because these same brands often field multinational advertising campaigns.

There are a number of reasons why sales promotion campaigns don't translate across multiple countries.

Of course there are a number of worldwide sponsorship opportunities, such as the World Cup and the Olympics, along with international debuts of Hollywood movies and the Disney characters. But, in the main, a sponsorship can have an international media focus, but promotions linked to the sponsorships tend to have a local or country-by-country flavor.

Companies that buy these big international sponsorships typically have an intranet site or an operational manual that

lists common advertising and promotion themes and various items that can be purchased with approved sponsorship treatment. But promotions that are executed multinationally with the same promotion approach are few and far between.

Over the last several years, I have done promotion workshops for a number of different organizations in a number of countries. The workshop defines the basic promotion tactics, and teams are established to work on a promotion plan based on a standard brief.

The brief is based on a sports sponsorship that the parent company has secured exclusively for its brands. The teams are told that their country will be charged on a *pro rata* basis for the sponsorship but that they can opt not to use the sponsorship in their promotion plan.

Interestingly, of the 60 or so teams that have completed the exercise over the years, only six—a relatively few—teams have opted to use the sponsorship package. The others have developed other local promotion plans and themes.

There are other reasons that promotions do not translate internationally. The standard promotion tactics are much more subject to

local regulations and customs than are media-executed events. And promotions are often linked closely to pricing strategies which vary widely from country to country if for no other reason than currency issues.

In the automotive category, as a case in point, the zero interest rate promotions and the recent employee discount promotion for everyone in the U.S. have not translated into similar events in other countries.

In addition, retailers and others in the distribution channel that interface directly with the customers are locally-focused. Wal-Mart may be a huge multinational company, but it is vastly different in the various countries it operates in.

In Mexico, for example, Wal-Mex operates Super Stores that look very much like Super Stores in the U.S., but it also operates a wide variety of food retailers, as well, each with a different position in the market place.

Wal-Mart also has different approaches in the U.K. and China. Other multinational retailers, such as Carrefour and Sears, are different in different countries too.

Sweepstakes, premium offers, bonus packs, in-store displays, couponing, or rebates, to name a few promotion tactics, do not translate across borders. Promotional media differ too. In the U.S., free-standing inserts in newspapers are a major factor but not in other countries. In fact, in the U.S. even national promotions seem

to have waned in popularity in favor of the growing trend to account-specific or local store marketing efforts over the last five years.

Another reason for the paucity of multinational promotions may also be a lack of sales efforts by promotion vendors and agencies, which stand in stark contrast to multinational media sales efforts and multinational ad agency networks. Local offices of multinational ad agencies execute multinational strategies for their clients' brands. On the other hand, the relatively few multinational offices of promotion companies tend to execute local strategies.

There are highly competent sales efforts with believable media approaches in the advertising world, and there are clients and agencies that buy these offerings. Other than the big sports sponsorship packages, such as the Olympics and World Cup, which are media plays as much as sponsorship packages, there are few, if any, multi-country promotion programs offered.

To be sure, there are premium development companies that have manufacturing facilities in low-cost countries such as China. These companies sell consumer premiums in many countries, but the products themselves tend to vary country by country.

McDonald's has long purchased its Happy Meal premiums linked to its Disney sponsorship, for example, from these companies, but each country has different price

points and local regulations to be dealt with separately.

So, it is not without a touch of jealousy that those of us in the promotion business see the revival of the famous, "I'd Like to teach the World to Sing" Coke commercial, which in its first iteration was executed around the world. There is no promotional counterpart to this.

The basic reason is a

variation of the well-worn marketing adage "think globally, act locally." Sales promotion for the most part is tactical and therefore tends to be local in execution no matter how you serve it. ●

Louis Haugh is managing director, Westridge Inc. consulting division, which provides marketing consulting and execution services.

different strokes for different folks

PROGRAM / SPORT	POPULARITY
football	PASSION IN EUROPE AND LATIN AMERICA; IN U.S., AN ALSO-RAN SPORT, NOT EVEN THE SAME NAME
college basketball	MARCH MADNESS IN THE U.S., NOT EVEN MENTIONED IN SPORTS PAGES ELSEWHERE (SAME WITH COLLEGE FOOTBALL)
auto racing	REDNECK ROOTS IN NASCAR; AFFLUENT HERITAGE IN EUROPE
in-store sampling	"PUSH GIRLS" DISTRIBUTING FREE SAMPLES ARE LEADING TACTIC IN LATIN AMERICAN SUPERMARKETS; MUCH LESS POPULAR IN U.S. AND EUROPE PRIMARILY DUE TO COST
sweepstakes/ chance promotions	NO PROOF OF PURCHASE AS CONDITION OF ENTRY IN THE U.S.; CAN REQUIRE PURCHASE TO ENTER IN LATIN AMERICA
mail-ins	SENDING IN CHECKS AND PURCHASE PROOFS OKAY IN U.S.; IN MEXICO AND OTHER COUNTRIES, CANNOT USE MAIL TO DELIVER PROMOTION PROGRAMS
newspapers	FREE-STANDING INSERTS ARE MAJOR PROMOTION DELIVERY DEVICE TO HOUSEHOLDS IN U.S.; IN OTHER COUNTRIES, NOT SO MUCH
cents-off coupons	MAJOR WAY TO GENERATE TRIAL AND REPEAT PURCHASE IN THE U.S.; VIRTUALLY UNHEARD OF IN OTHER COUNTRIES
worthy causes	U.S. CONSUMERS WILL BUY A PRODUCT TO SUPPORT A CAUSE, LESS SO IN OTHER PARTS OF THE WORLD



1



2



3



4



5



6



7



8



9

LONDON, PARIS, HONG KONG
 The Wall Street Journal introduced new European and Asian designs at events in key cities, including at the Absolut Ice Bar in London, where guests dressed in appropriate cold weather attire; the Pompidou Center in Paris; and as street theater in Hong Kong's business districts. (All photo identifications from left.)

- 1 Bruce Horner and Alison Steel, both Nortel.
- 2 Nancy Adler, Dow Jones.
- 3 Regan Savage and Heather McCracken, both HSBC.
- 4 Deborah Malone, internationalist; David Johnston, LG.
- 5 Jon Housman, Dow Jones.
- 6 Robert Kipps, U.K. Trade & Investment; Andrew Ingold, U.K. Foreign & Commonwealth Office.
- 7 Stephen Carroll, Remy Martin, in Paris.
- 8 Evan Blank and Douglas Mulcock (far left), both The Wall Street Journal, watch "MERvins" (Modern Executive Readers) with LCD screens in their briefcases hand out first-day editions in Hong Kong.
- 9 Manuel Rondelez, BNP Paribas, in Paris.



FRANKFURT

IAA Germany welcomed members and guests to its inaugural event.

(All photo identifications from left.)

- 1 Sabine Knöpfel-Ruth, OMD Germany; Martina Kniep and Hans-Peter Eisinger, both Siemens; Konrad Geipel, OMD Germany; Sabine Fedrowitz, Mercury Publicity.
- 2 Ken Melville, Harvard Business Review.
- 3 Neil Sartori, American Express Departures; Angus Urquhart, USA Today.
- 4 Elisabeth Reinhard, Reinhard International; Ruth Bickel, ZenithMoremedia.
- 5 Luc Samama, DaVinci Selectwork; Patrick Barwise, London Business School; Zoja Paskaljevic, DaVinci Selectwork.
- 6 Annabelle Lees, BSKyB.
- 7 Bettina Schuhmann, Selektive Media; Petra Reinheimer, Publicitas Germany; Stephan Berg, B/E/R/G.
- 8 Matt Findel Hawkins, Nikkei Business Publications; Erik Wicha, Vogel Burda Holdings.
- 9 Erich Buxmaum, IAA Europe; Michael Lee, Lee & Steel; Bernd Reuter, Carat International.



NEW YORK

Jim Harman, VP-advertising & branding, Tyco International, spoke on "Repairing a Damaged Corporate Brand" at a luncheon meeting of the IAA New York.

1 Rik Gates, BusinessWeek; Jim Harman, Tyco; Lou Tosto, BusinessWeek; William Hildreth, Deloitte, Touche, Tohmatsu.

2 Jay Territo and Jason Webby, both The Economist.

3 Molly Meloy and Kevin Quinlan, both CFO.

4 Graeme Hutton, The Media Kitchen; Connie Bennett, McGraw Hill; Clifford Feng, The Washington Post.

5 Toshi Motobayashi, Yomiuri Shimbun; Marty Shapiro, CNN.





LONDON

IAA London members talked about what's beyond the 30-second spot at a recent luncheon meeting. (All photo identifications from left.)

- 1 Nigel Sheldon, Starcom Digital; Simon Sadie, Vizeum; Guy Philipson, Internet Ad Bureau-U.K.; Mark Chippendale, Yahoo.
- 2 Warren Burke and Michael Lams, both Yahoo.
- 3 Chris Hart, Martelit; Kate Keane, Mindshare; Michael Wrigley, Banner Corp.
- 4 Thorsten Nolte, MEC; Andy Chen, Carat International.
- 5 Richard Wolfe and Kris Valiex, both Travel Channel Europe.



NEW YORK

People from Mediaedge:cia turned out in full force for an IAA New York Halloween get-together. All are from the media agency except those noted. (All photo identifications from left.)

- 1 Jennifer Napolitano, Yvette Phillips.
- 2 Stephen Dunne, Dorothy Devenecia, Jara Witt.
- 3 Ben Janowski, MPG; Andrew McLean.
- 4 Mask of Mark Ingall, Citibank.
- 5 Eleanor McDonald, Sireesha Baljepalli.
- 6 Martha Peterson, Tom Brookbanks.

Ruston



S P U R L O C K Moscow Leo Burnett Moscow, Managing Director

1994 NEW YORK Young & Rubicam

1999 SINGAPORE Dentsu, Young & Rubicam

2003 CHICAGO Leo Burnett

2005 MOSCOW Leo Burnett

Emma



G I L P I N London Time, International Communications Director

1995 LONDON The Investor Magazine

1997 BOSTON The Hubbell Group

2000 LONDON Time

1992 LONDON/SINGAPORE/HONG KONG Breaking The Mould

1996 LONDON CNBC

1999 LONDON Freud Communications

Gregg



C R E V E Y Singapore CNBC Asia, Senior VP-Sales, Marketing & Business Development

1980 TAMWORTH, NSW, AUSTRALIA Broadcast Amalgamated

1988 SYDNEY Turner Broadcasting

1998 SINGAPORE Turner Broadcasting

2004 SINGAPORE CNBC Asia Pacific

1994 HONG KONG Turner Broadcasting

2001 HONG KONG Turner Broadcasting

Alan



L O Shanghai Grey Worldwide Shanghai, General Manager

1991 HONG KONG Sandoz Pharmaceuticals

1994 SHANGHAI Eli Lilly Asia

1998 SHANGHAI Grey Worldwide

2005 SHANGHAI Grey Worldwide

1992 HONG KONG Roche Pharmaceuticals & Chemicals

1996 SHANGHAI Saatchi & Saatchi

2002 SHANGHAI The Hub Consulting Group

John



F U R T H Silver Spring, Maryland Discovery Networks International, Senior VP-International Strategic Planning

1990 NEW YORK Herzog, Heine & Geduld

1991 MUNICH Deutsche Bank's Roland Berger Strategy Consultants

1997 NEW YORK Accenture Strategic Services

2003 TOKYO Sony

1990 NEW YORK Shearson Lehman Brothers

1995 NEW YORK Roland Berger Strategy Consultants

1999 NEW YORK Roland Berger Strategy Consultants

2005 SILVER SPRING, MARYLAND Discovery Networks International

graham saxton

SENIOR VP-RESEARCH & PLANNING
MTV NETWORKS INTERNATIONAL

Although travel has always been part of my remit, in my current job it's really kicked in since my role expanded to include all our international business—Asia and Latin America in addition to Europe. Right off, I visited six new countries and more recently countries, such as China, India, Japan, Russia as well as across South America. While my travel bag contains all the usual suspects, the contents varies greatly depending on the region and reason.



CDS

My music taste is naturally eclectic, but lately my collection has become even more diverse as my colleagues from around the world have been recommending so much great cool, new, local music.



SPONGEBOB SQUAREPANTS CUSHION, IPOD, DIGITAL CAMERA

The pillow is quite comfy and great for those long-haul flights.

Music is very important to me personally, and my iPod allows me to keep up with all the new music trends. The digital camera is a perfect research tool for taking photos of events, venues, bands, etc., around the world.



BUSINESS CARDS

I carry them in several different languages, reflecting my international remit.



PASSPORT

I traveled to places I would never have normally visited, such as Nigeria and Senegal, during the research process prior to the launch of MTV base, Africa's first-ever localized MTV. Fascinating!



MOBILE PHONE

I spend a lot of time on conference calls with MTVNI's 42 offices around the world while I'm on the road, and my Motorola Razr V3 is vital to ensuring daily contact with my family and our international headquarters in London.

tell us what's in your bag. send submissions to editorial@inter-national-ist.com.

Music and Mexico are like rice and beans: meant to be together. The world's most populous city, México D.F. offers one of the best things in life: music everywhere. In restaurants, on streets, in your head, and in the bathtub. It's not a disco version of Madonna although just as infectious. Before long it makes you forget you are 20 minutes late, caught in hellish traffic surrounded by bad outdoor advertising.

arrivals

Be prepared. The voyage from gate to immigration is stuffed with all manner of sombrero and tequila combo shops, desperate to sell a shot glass to the unsuspecting. It's so familiar you'll probably sail right past, but it's worth stopping to check out reading material. That's because you need it at immigration, where all manner of paperwork and bureaucratic form-filling awaits the jetlagged you.

el suburban

The traffic is so bad that it makes Los Angeles look like a Segway zone, a veritable vehicular arms-race. You must request the biggest, baddest, blacked-out SUV you can find. People will think you are part of a Russian pop band, and traffic will give way. It's the only way to get around. To get one, buy a car-ticket at the two windows to the right outside of arrivals by the taxi rank, asking specifically for a Chevy Suburban. They are all the same price, and you will enjoy the ride to your hotel.

accommodation

Where? The W of course. We wouldn't normally recommend a W, but there's not great choice here. If you want plush, the Four Seasons on Paseo de la Reforma does the job and features a delightful zucchini flower omelet. For a more happening scene, park at the W, near the Polanco

area, a burgeoning center of international business and culture. While there, lurk around Solea, the in-house hotspot, nibbling on taquitos while you practice saying "Tehotihuacan," (tay-oh-tee-wah-cahn), or failing that, "nice pyramids you have here."

If you're looking for a more charming alternative, try the still-cool Hotel Condesa DF. It hit the radar when it opened a year ago with its cool blend of 40s art deco. They serve smooth creamed crab here, which everyone likes very much.

CONDESA DF
AV. VERACRUZ N. 102, COL. CONDESA
52-55-5241-2600

viva la frenchies

Amazing Mexican food, the birthright of Mexico City, is fresh and delicious. However, for some reason there is a French sub-current worth checking out. Ivoire (52-55-5280-0477) offers what the locals call "des colonies": a French flair with African influences in a setting that attracts the beautiful people regularly. The duck rostizado is stunning, and the creme brulée is the best in the city. You must eat on a terrace of beautiful decks that resemble tree houses.

Au Pied de Cochon is fun too, where everybody goes after clubbing, similar to the one in Washington D.C. Rock up to Au Pied around 2 a.m. for your

table, and order the apple-marinated moronga or pig legs. You'll need wine to wash that down. They have one of the largest wine lists in the city.



You'll see stalls with typical food in all parts of the city, including Zócalo in the heart of the central district.

AU PIED DE COCHON
CAMPOS ELÍSIOS 218, COL. POLANCO
52-55-5327-7756

For amazing Mexican, head south to the San Angel district and the popular San Angel Inn. This place serves the most stupendous Mexican dishes ever, including Veracruz sea bass, stuffed peppers with cheese and beef, and huit-lacoeche crêpes. San Angel has a special place in the heart of the Mexican jet set as may be the first place to perfect the filthy martini.

things to do

It's quite fun to walk around historic San Angel. The central districts also offer great walking, especially Zona Rosa and its famous antique market open every Saturday. The club scene is weird—all the good stuff is in the suburbs, and the big clubs

open and close with amazing speed. It can be a bit dangerous since night crime is at record levels, and it's easy to get lost. So stick to La Condesa, Polanco, and Zona Rosa.

There are real adventures in lesser known suburbs. To see the real scene, spend an evening in Plaza Garibaldi. It's total low-brow chaos, and your perspective of how good it is will probably depend

on how much tequila you drink. Bring only cash, dodge the pickup touts, transvestites, thieves, and criminals, and you'll be in for a crazy experience. Most of the bars are not worth going into, but in some you may find old Aztec liqueurs made from Mexican herbs with mildly hallucinatory effects—it's not illegal. But do leave jewelry at home.

Once you're in the throng, the best thing about Mexico will sidle up and grab you: the music. Many of Mexico's best mariachi bands perform in the plaza, and like other areas of the city, their sounds will drench you in no time at all. Soon you'll have a skip in your step and a sheepish grin on your face, as fireworks and piñatas fill your field of vision. Just remember the old international adage: one tequila, two tequila, three tequila...floor! ●