

the

# internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

VOLUME 4  
2009

REDEFINING MARKETING TODAY:

## Exit Accountability; Enter Alignment?

SPOTLIGHT  
ON  
GERMANY

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**The Asahi Shimbun**  
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# Enter a Time of Reinvention and a New Age of Responsibility

## News Items this week:

- » **London:** Telecom Merger to Transform UK Market
- » **New York:** Kraft, the largest US food maker, has warned that Cadbury will struggle to stay independent if it spurns £10.2bn takeover approach.
- » **Tokyo:** Aquascutum as returned to British hands after a deal is struck to acquire luxury label from its Japanese owner.
- » **Beijing:** China's Geely Automobile confirmed that it is involved in a bid for Volvo
- » **Chinese Car Sales Jump 90%; Ferrari Car Sales Fall by 8%**
- » **New York:** EMI Aims to Halt CD Sales Slide with a Little Help from the Beatles
- » **Tokyo:** A restless Japanese public has just cast an historic vote for change.
- » **San Francisco:** Apple's Steve Jobs discussed how Apple and all things "i"—premium priced, high-quality items—did so well in this market.
- » **Berlin:** German consumer spending is projected to be higher in 2009 than in 2008.
- » **Mumbai:** Consumer-Goods Brands Likely to Triple Online Spending in India Next Year
- » **Munich:** Despite the worldwide financial crisis, 79% of marketing decision makers throughout Europe say they plan to increase their investment in online marketing in this year.
- » **Paris** — Matthieu Coppet, an analyst at UBS, has a word of hope for the world's beleaguered media companies: "All signs point to a relatively robust recovery in ad spending, beginning next year."
- » **Gerhard Zeiler**, chief executive of the RTL Group, the biggest commercial television broadcaster in Europe, says the good times will not return anytime soon.



After cataloging just a handful of today's business headlines, two things become clear:

1. We are not living in a stagnant marketplace
2. Opinions differ dramatically on any type of economic prognostication.

In fact, we are living in an extraordinary time of transformation. Certainly, "business as usual" no longer exists, but for most smart marketers, the period of "wait and see" is over. The companies that will flourish are those who see opportunities, take risks to find solutions, and reinvent themselves to meet the needs of these times.

Many times have been called an Age of Change, but we are undeniably living in an amazing time of REINVENTION. And given a past of perceived excess, this is also becoming an Age of RESPONSIBILITY.

It is interesting, too, that this issue of The Internationalist offers some new perspectives on that concept of responsibility — tied to results — with our cover feature on redefining "accountability" and offering up a more robust concept of "alignment." Plus, we have a fascinating report on Germany, a market that is surprising the world with its consumer reaction to today's economics. We hope that both offer you some new perspectives on building your optimism.

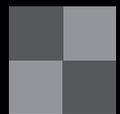
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# Mad for *Mad Men*

The third season of TV show *Mad Men* — the much-acclaimed series about Madison Avenue and the early advertising business of the 1960s — is now underway on US television... and host cable-TV network AMC is doing some inventive marketing for the show.

Their campaign, called “New York’s Gone Mad” included a series of events throughout the city leading up to the launch. New York is considered a central character in *Mad Men*, and an installment of vintage ads created by the show’s fictional agency, Sterling Cooper, appeared at Columbus Circle. The late August premiere was shown at the Times Square Jumbo-tron and included a pre-screening costume party where fans dressed in 60’s business and evening attire.

The network also partnered with clothing retailer, **Banana Republic**, who used *Mad Men* as its theme for its office collection. It teamed with *Vanity Fair*, for a photo spread by Annie Leibovitz featuring the shows characters and the fashions.

Web site **MadMenYourself.com** was created by AMC to allow fans to create their own *Mad Men*-themed avatars and then use them on sites, such as Twitter. The project resulted in more than 500,000 downloads in its first two week. Now *MAD MEN* eCards can be found on **eightoclock.com**, considered “a top rated 150-year-old coffee brand that was as popular in the 1960s *MAD MEN* time period as it is today.”

The *MAD MEN* eCards feature eight characters from the *MAD MEN* cast and can be used to send birthday greetings, thank you notes, out-of-office messages and more – including invitations to watch the top-rated show together. There is no cost, so fans can send as many eCards as often as they wish. The *MAD MEN* eCards are promoted via online ads on **AMCTV.com** and messaging on *MAD MEN* and Eight O’Clock Coffee social media sites.

Who knew it was so trendy to be in advertising?

Join the fun at: **MadMenYourself.com**, **eightoclock.com** and **AMCTV.com**





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IN THE MAKING

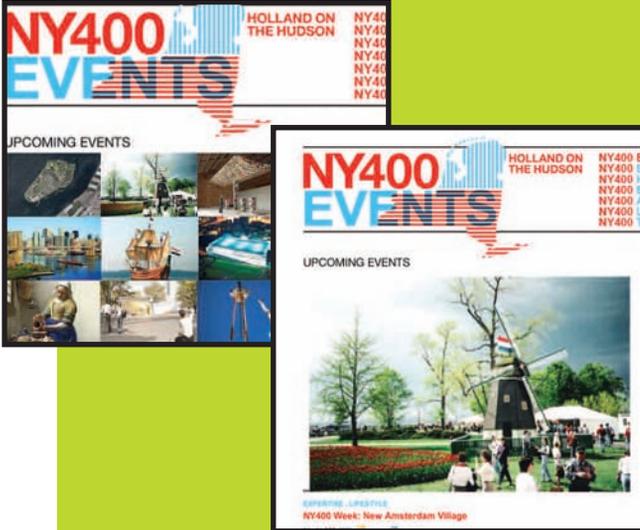
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## HOLLAND ON THE HUDSON: Dutch Touch to Local Marketing



New York returned to its roots for a week in September as the city marked the 400th Anniversary of Henry Hudson’s discovery of New Amsterdam. Called NY400, Bowling Green Park in Lower Manhattan-- at the site of the original settlement-- was turned into a Dutch Village, complete with a windmill resembling those in the village of Kinderdijk in southern Holland, thanks to the Government of the Kingdom of the Netherlands.

What better way to encourage tourism and trade than by bringing your country to your market? To open the festival, Prince of Orange and Princess Máxima of the Netherlands observed a replica of the Half Moon, Hudson’s ship, float up the explorer’s namesake river to a 21-gun salute. For those who preferred somewhat more modern means of transportation, 200 bright orange bicycles were also transported from Holland to new York to demonstrate how much the Dutch love their bikes. The NY400 biking program was also promoted by The City of New York as a sustainable, clean mode of transportation.

The week focused on Dutch Arts, Cuisine, Design, Performing Arts and Architecture, and Dutch expertise in Water Management, Maritime Industries, Finance and Clean Energy. A symbolic gift representing the united spirit and common future of the United States and the Netherlands, called the ‘New Amsterdam Plein and Pavilion’ designed by renowned Dutch architect Ben van Berkel, was also unveiled at Battery Park on September 9.

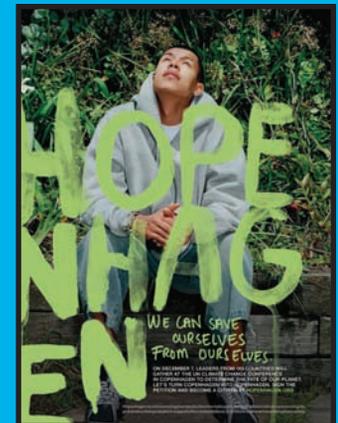
## “Hopenhagen” Offers Hope in Copenhagen — with Your Support

September marks the beginning of a new IAA/UN Climate Change Communication Initiative called “Hopenhagen,” an advertising industry initiative created with UN Secretary-General Ban Ki-moon. The pro-bono project has been designed to ensure a positive outcome to the UN Conference on Climate Change being held in Copenhagen from December 7th – 18th 2009. The IAA is asking for media owners throughout the world to donate space and time during the autumn build-up to the conference.

Fully supported by the United Nations and officially endorsed and adopted by the Danish Government and the City of Copenhagen, “Hopenhagen” is a campaign to empower citizens to understand and engage with the issues at the Copenhagen Climate Change event.

According to United Nations Secretary General, Ban Ki-moon, “Climate change is one of the epic challenges facing this and future generations. World leaders will come together for the Copenhagen climate change conference in December and every citizen of the world has a stake in the outcome. It is time to seal a deal. We need a global movement that mobilizes real change. Hopenhagen is about more than hope. It is about global action for a global climate treaty and a better future for humankind.”

The media roll-out will consist of English language global print, local language print in key markets, global and local TV, outdoor, streetscapes, digital and social media and will run through December 2009. Anyone willing to offer media support, please contact (mateja.simic@iaaglobal.org / + 1 21... ext. 16)



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\* Source: EMS Summer 2009 – All respondents. Sky News reaches 2,359,000 viewers, Euronews 2,175,000 viewers; CNN 1,778,000 viewers; BBC World News 1,491,000 viewers.

## European Study Shows that Marketers Will Increase Investment in Online Media Regardless of Economic Situation

Despite the worldwide financial crisis, 79% of marketing decision makers throughout Europe say they plan to increase their investment in online marketing in this year, according to **Digital Marketing Compass 6** — a European Outlook for 2009. This broad-based and comprehensive survey was recently conducted in 14 European countries by Neo@Ogilvy/Planetactive Düsseldorf, in cooperation with SKOPOS, a leading German-based market research company.

This sixth edition of the **Digital Marketing Compass** surveyed 873 media planners earlier this year in the UK, Turkey, Sweden, Portugal, Poland, the Netherlands, Italy, France, Spain, Denmark, Germany, Switzerland, Belgium and Austria to determine the status of their investments, future budget planning and attitudes toward online marketing. The planners surveyed not only represented large multinational clients, but also small and mid-sized companies.

According to **Stefan Längin**, Managing Director — Germany and the EMEA hub at Neo@Ogilvy/Planetactive, who directed the survey:

“Online marketing, in particular online media, is becoming increasingly international. Yet there are still very few multi-country studies such as this that show the specific characteristics of national markets. It’s also one of the few 360 online marketing research studies, covering website budgets as well as spending for email marketing. The Digital Marketing Compass 6 allows us to show the differing extent to which online media is used in Europe, and which strategies are used most frequently.”

### Summary of Finding from Digital Marketing Compass 6

#### Online versus offline:

- Online media is already being used as often in Europe as traditional media. The majority of advertisers in Europe (77%) think that online media are flexible and feel that target groups can be easily reached online (64%).
- In addition, 43% of those surveyed think online media deliver better results than offline media.
- For many decision makers, online marketing is also suitable for branding campaigns.
- Better target group access, increased coverage, speed and flexibility are online media’s greatest strengths according to those surveyed.

#### Media budgets:

- Overall, 79 percent of those surveyed plan on investing more in the Internet in 2009 than they did in 2008.
- However, there are huge regional and industry differences when it comes to online marketing’s share of the entire budget.

- Even in these times of economic crisis, the media budget allocation changed only slightly compared to 2008. The share of the online marketing budget for Europe as a whole increased from 22% to 24% in 2009.
- Media budgets are usually distributed between online and offline in an annual strategy, and often depend on current market activities or the successes of the previous year.
- The breakdown of online campaigns into branding (38%) versus performance/transaction campaigns (41%) is generally not going to change in 2009.

#### Online media activity

- It appears that marketers have found their ideal marketing mix, or do not want to risk experimenting in times of financial and economic uncertainty.
- In 2008, the frequency e-mail marketing usage was extraordinarily high, with 32% of respondents saying they used it. Comparatively, the corresponding figure for display and search combined is just 26%.
- E-mail marketing looks to continue to be the big winner for 2009 as well. All other channels remain at roughly the same level recorded in the previous year, although display declined slightly.
- The use of social media increased from 6% in 2008 to 7% in 2009.

#### Positioning and branding

- Overall, a clear trend towards quality and professionalism is evident.
- Three-quarters of those surveyed consider the positioning of campaigns to be important.
- 60% of respondents agree with the statement that “brand impact” is just as important as the measurable quantitative success of a campaign.
- The instruments of the digital marketing mix, such as SEO and SEM, are increasingly being implemented by specialist agencies.

#### Marketing mix

- Overall, a strong majority of people surveyed (75%) believe there will be a significant change in the communication mix, determined by fundamental alterations in media consumption.
- Various digital marketing media will continue to increase strongly to very strongly in importance.
- Mobile marketing, e-mail marketing with the company’s own address pool, as well as search-related marketing (SEO and SEM) are gaining in significance.
- Overall, however, the majority still think that their companies will invest more or considerably more in the Internet in 2009.

#### National trends

- There are significant differences in digital marketing activity among the 14 European countries.
- Display advertising or web services are used more often in Germany and Switzerland than in other countries, while e-mail marketing is of lesser importance there compared to other European countries.
- In contrast, countries such as Turkey, Italy, Belgium or Sweden use e-mail marketing (in particular with external addresses) more frequently than other countries.
- Growth is occurring at different levels in the countries surveyed. For instance, while the share of online media will increase in Belgium from 14% to 16% in 2009, its share in the UK will increase from 27% to 30%.

To learn more about the **Digital Marketing Compass 6**, please contact **Tanja Bell** at [tanja.bell@ogilvy.com](mailto:tanja.bell@ogilvy.com).

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By Elliot Polak

Elliot Polak, a dual American — French national, is the Founder & CEO of Textappeal and a recognized authority on cross cultural marketing. His company helps some of the world's leading global brands cross borders successfully. Born in New York, he is the product of a highly diverse background which includes Dutch, Belgian, Irish, Danish and Norwegian influences, and from an early age was exposed to competing Protestant, Jewish, Catholic and atheist beliefs. In his spare time he enjoys travelling, skiing, tennis, writing, playing the piano and juggling.

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## Summer Retrospectives

**British Tayside police puppy ad upset Muslims**  
 Muslims in Tayside may not be aware of a new non-emergency police telephone line because some shopkeepers and locals wouldn't put up the postcards sent out to promote this new number. The reason...? The postcard featured an endearing 29-week-old black, Alsatian puppy. However, what the Tayside police did not realise is that Islamic tradition warns against contact with dogs as they are impure.



**In Islamic tradition dogs are considered impure animals, and as such, unlike in the West, dogs are not typically kept**

**as pets in Muslim countries. In the west, dogs are considered to be 'man's best friend,' and advertising routinely uses cute canine friends for emotional value. However, this kind of advertising can backfire if targeting the mass market in conservative Islamic countries. At the very least, the advertisement will lack impact and relevance and possibly may even cause offense depending on the context.**



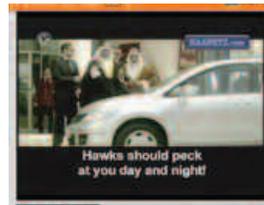
### Welsh road sign lost in translation

A Welsh road sign was recently put up saying, "I am not in the office at the moment. Please send any work to be

translated." It is indeed a curious posting at a Swansea junction. The sign originally said in English, "No entry for heavy goods vehicles. Residential site only", but when Swansea Council officials sent it to be translated, they received an automated e-mail written in Welsh that read: "I am not in the office at the moment. Please send any work to be translated." Unaware of the actual meaning of the e-mail, officials had the sign printed and put up near a supermarket, only realising their mistake when Welsh speakers pointed it out. All road signs in Wales are required to be written in English and Welsh.

"Our attention was drawn to the mistranslation of a sign at the junction of Clase Road and Pant-y-Blawd Road", a Swansea Council spokesman said. "We took it down as soon as we were made aware of it and a correct sign will be installed as soon as possible."

**This just proves that even in your own region, translation mistakes can be made! There's no substitute for checking materials thoroughly with bilingual professionals, before going to production.**



**Nissan and angry Arab oil barons**  
 Yet another TV ad has met with fierce reaction and been pulled off the air as a result.

There were calls for the Arab world to boycott the car manufacturer after they ran an ad in Israel for their Nissan Tiida depicting wealthy Arab oil barons cursing and hitting the Tiida, angered at the car being so fuel efficient. One of the men pounds his fists on the car just to be held back by his companions as he screams at the vehicle "You destroyed my home! May God destroy your home! Hawks should peck at you day and night".

The commercial ends with a voice over saying: "It's clear the oil companies won't like you." The Nissan Corporation denies that they had prior knowledge of the content of this campaign, and state that it does not reflect the global direction of the company. <http://uk.youtube.com/watch?v=QnFHH6GvMOE>



**Chinese authorities not into Gere with Fiat Lancia Ad**  
 When Fiat's Lancia decided to have the actor Richard Gere

travel to Tibet in their new Delta model they did not expect the Chinese authorities' fuming reaction. Gere, who openly defends the Dalai Lama and supports Tibet's independence, was not well accepted in this ad given the current political situation and this was interpreted as an action intended to insult the Chinese in order to please the Western world. <http://www.youtube.com/watch?v=ITVn31L3e8g>

**Using a celebrity in an advertisement can be a boon or a burden in a market depending on the celebrity and depending on the market. Particularly in highly politically charged countries, celebrities should be carefully vetted to ensure that their personal views are not at odds with those of the nation.**

# GLOBETROTTERS

from the blackberry of deborah malone



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

TO SUBMIT TO GLOBETROTTERS, EMAIL: [deborah.malone@internationalistmagazine.com](mailto:deborah.malone@internationalistmagazine.com)

## 120KM PER HOUR TO CDG AIRPORT

► Neil Sartori knows all the best travels tips, particularly when they relate to experiences that accept

American Express. (Neil runs the international sales for Journal International with such publications as *Departures* for upmarket card members.) He mentioned to me that the best way to travel between the center of Paris and Charles de Gaulle Airport is by Motor Taxi (which also does take the American Express card). While running late for a flight, I took Neil's advice with some trepidation jumped on the back of Honda Gold Wing bike as the driver strapped my rollway luggage to the back with a bungee cord.

After donning a heavy coat and walkie-talkie helmet, we sped off—weaving between the cars in the 7th arrondissement, then on to the crowded Peripherique and finally on to the road to Riissy. We made the trip in 25 minutes (rather than an hour and a half by ordinary taxi with 4 wheels), got up to 120 kilometers per hour and I did make my flight... a little shaky and windblown. I'm now an advocate!

## WEINTRAUB TO SOW INTERNATIONAL SEEDS AT THE FARM

► Mark Weintraub has joined the New York-based Concept Farm, a hybrid advertising agency that specializes in multi-platform brand content creation. As Director of Account Management, Mark will



champion the company's international growth and support the global initiatives of the Farm's current clients, which include The BNY Mellon, Windstream communications, Versus network, James Patterson Entertainment, and Greenpeace.

Before joining the Farm, he has served as Client Services Director, for TAXI, Inc. and as Management Supervisor at DDB where he worked on Subaru, The American Stock Exchange, Hershey and Michelin Tires.

"The business model at The Concept Farm, with a blend of advertising and content development is quite literally the future of marketing communications," says Weintraub.

CONTACT: [MARK@CONCEPTFARMHAND.COM](mailto:MARK@CONCEPTFARMHAND.COM)



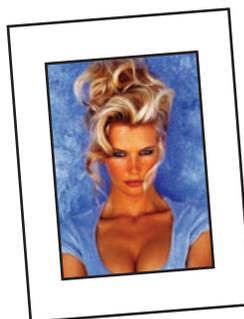
## CLAUDIA SCHIFFERTO DISCUSS BRANDING AT THE IHT AT LUXURY CONFERENCE

► Supermodel Claudia Schiffer is just one of the star speakers featured at the annual *International Herald Tribune's* Luxury Conference slated for Berlin this November 17 and 18. Ms. Schiffer has worked with many of the world's most prestigious brands, and she'll discuss the

challenges of maintaining and protecting a brand's global image in a digital world where fashion and celebrity media platforms have proliferated.

Other speakers include Christopher Bailey, creative director for Burberry; Tomas Maier, creative director for Bottega Veneta; and Frida Giannini, creative director for Gucci.

According to Suzy Menkes, the IHT's fashion editor and



conference chair.” As technology and the luxury industry collide, technology is not only affecting retail and supply chain logistics but also creativity.” She added, “Berlin is the perfect city for this year’s conference. It represents all that is new and cutting edge,

FOR MORE INFORMATION, VISIT [WWW.IHTINFO.COM/EVENTS](http://WWW.IHTINFO.COM/EVENTS), OR EMAIL [BHAGERTY@IHT.COM](mailto:BHAGERTY@IHT.COM)



**STEIFMAN IS HUSON'S FIRST VP AND NEW CHAMPION FOR EXPANSION**

► **David Steifman** of Huson International Media has taken on a new role at the company and garnered the organization’s first Vice President title in the process. After three years in the company, he will continue to oversee the Eastern

Sales out of New York and manage major IT accounts, while also working with President Ralph Lockwood to grow Huson in North America. The planned expansion will include opening additional offices, increasing ad sales and building new media partnerships.

CONTACT: [DAVID.STEIFMAN@HUSONMEDIA.COM](mailto:DAVID.STEIFMAN@HUSONMEDIA.COM)

**NICK EDGLEY STARTS NE MEDIA**

► Ad Sales veteran **Nick Edgley** who spent nearly 2 decades at London’s *Telegraph*, is not daunted by the advertising recession. He has announced the start of his new UK-based company, NE

Media, this September, and will be providing outsourced ad sales and marketing support for four clients: Press Holdings Media Group (*Spectator*, *Spectator Business*, *Apollo*), 00/24 Watch World — the luxury watch quarterly, *The Washington Times* and *The Ivy League Magazine*. Nick’s new company will be managing the international sales offices of these media brands and selling to selected clients and agencies in the UK. We wish him well in his new venture!

CONTACT: [NEDGLEY@NEMEDIAWORLD.COM](mailto:NEDGLEY@NEMEDIAWORLD.COM)

**A NEW FACE AT NIKKEI BP**

► Japan’s leading business magazine publishing group, Nikkei Business Press has a new Executive Vice President in New York, Tatsuya Kitamura, who will take on the duties of overseeing sales for the company in the Americas. New to the city, Kitamura-san, mentioned that the life style transition from Tokyo to New York has been going smoothly... or so he believes.

One of the first things he had to master upon moving his wife and daughter to the suburbs was distinguishing the subtleties between Wal-Mart and Target. We have no doubt, that’s he’ll soon be a master of popular American culture and retail habits!

CONTACT: [KITAMURA@NIKKEIBP-AMERICA.COM](mailto:KITAMURA@NIKKEIBP-AMERICA.COM)



**OBITUARY: Barbara Frank**

*Michael Lee, Executive Director of the IAA Worldwide in New York has prepared this memory of Barbara Frank.*

Barbara Frank, well-known industry veteran — (at least to those of us old enough), passed away on July 13th after a very swift battle with colon cancer. Barbara was one of the first agency international media managers, working for JWT under Caroline Demy, before the unbundling of media from creative. She worked at the *International Herald Tribune* in New York for many years — where we were colleagues — in the good old days — when international clients were strong and active in global media from the US — Pan Am, TWA, Sheraton, InterContinental, Camel Cigarettes, Manufacturers Hannover and Chemical Bank to name a few... How things have changed.

One thing hasn’t. And that is my memory of Barbara — as a super hard-working colleague, who knew her business inside and out, and was an absolute professional in anything she touched. We used to laugh that we’d walk down the street, virtually anywhere in the world, we’d suddenly stop. Barbara had recognized the face of a former JWT colleague! (I used to joke that I was the only person in the entire world that never worked for JWT!)

Barbara had retired from the industry, and lived at her home in Florida. While breaking this news to a few people who knew Barbara, a couple of people commented — that what a state we must have got into if we let this kind of sad news go unrecorded, unnoticed! And it’s true. So thanks to *The Internationalist* and Deborah Malone — who I sometimes think keeps the global ad community connected single-handedly.

# Exit Accountability; Enter Alignment?

## Is Accountability Dead?

Perhaps no term in recent memory causes so much anxiety as “Accountability.”

Agencies hate it.

Interactive agencies used the term to attack traditional ones, implying that only digital agencies could achieve it.

Clients used the term to attack them, lowering compensation, dividing budgets and decimating their bottom lines.

Consultants used the term to grab some of the more profitable assignments.

Clients hate it.

The term is the direct culprit of the short tenure of many CMO's. And, it exposes the fact that many brand managers don't know exactly what their advertising is supposed to achieve.

Media hate it.

The term was used by interactive media to attack traditional media, billions were shifted... then everyone watched in horror as CPM's plummeted from \$12's and \$10's to \$2's and \$3's and even lower. A lot of value was destroyed.

That's because “accountability” is a blame-word. You are accountable, so it's your fault.

We need another concept. And we need another word.

We need “alignment.”

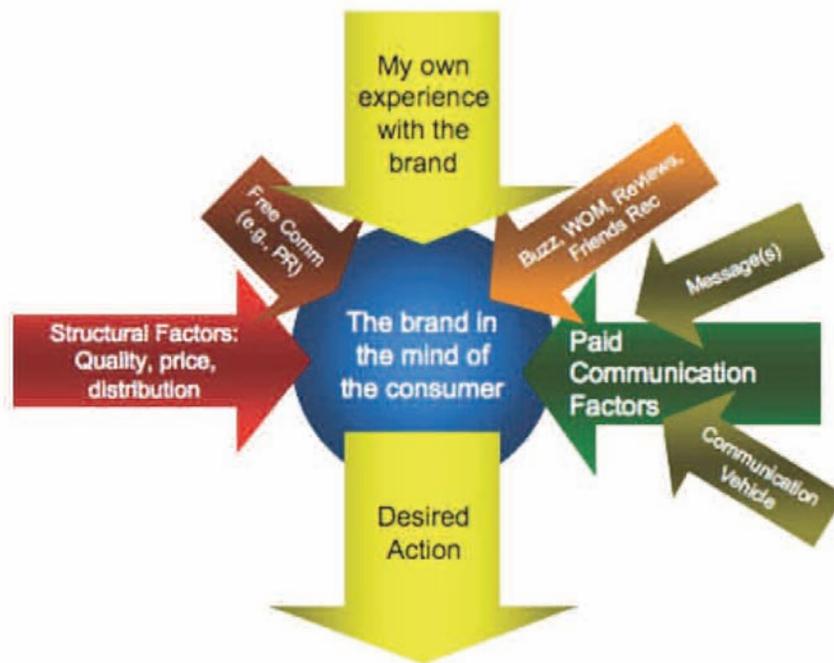
Alignment is a share-word, a team-word. If I am aligned with you, we both agree on the direction and the ultimate goal. If we are all aligned, we all work towards the same result.

Alignment doesn't relieve me of my individual responsibility to do my work. It just makes sure that there is a shared purpose and goal in sight.

Alignment also speaks about much more than just advertising or marketing, it also speaks about resource allocation and budgets... essentially, it builds a realistic ROI model.

Think about all the elements that affect a brand...

BY MARCELO SALUP



There will be structural factors such as the price, quality and distribution—of which agencies or marketing department have very little control. There are many other elements that affect a brand: Your own experience with the brand, Your friends’ recommendations, Online product reviews...

Alignment takes into account these elements and distributes individual responsibility. For example, the media agency might be responsible for some of the metrics (e.g., CPM, CPP, Reach, Avg. Frequency...) but, ultimately can’t be held “accountable” for the final results, because it doesn’t control all the elements.

The creative agency is responsible for the message(s) and hopefully will interact with the media agency in order to make sure that the messages are congruent with the media... but, ultimately, it is not accountable for the final results because it also doesn’t control all the elements.

The client himself might not be able to control all the elements that make up the product. Pricing might respond to market pressures; quality might be controlled by chief of production.

Buzz, online reviews, blogs... they are also, basically, out of the control of either the client or the agency. Nevertheless, resources can be allocated, if needed, to track the brand noise.

However, when there is an agreement in what the ultimate action is, it is also possible to draw out a map of influencers, chart out their relative weight and assign resources.

Alignment will allow us to keep our eyes on the goal rather than continuing to point fingers at each other.

So, is accountability truly dead? Of course not. The concept now permeates the way all marketers think. However, a better understanding of active alignment may just yield the results we are all hoping to achieve. Or to quote one of our contributors, **Ambi M.G. Parameswaran**, Executive Director & CEO — Mumbai of Draffcb + Ulka, “I think agency and clients have to both embrace the accountability mantra to make it work. Often clients are equally culpable of not putting in place measures to check results, or of abandoning efforts too early.” Sounds like a case for alignment to me!

To better understand how marketing professionals around the world are now thinking about this concept, we surveyed advertisers, agencies and the media on several continents. Whether we questioned a multinational or a local player, the discussions centered around four key issues:

1. Definitions of Accountability
2. The Relationship of Accountability to Sales
3. Ideas about Measurement & Metrics
4. The Role of the Media Owner in the Accountability Equation

Here is collection of views which will help to provide perspective on what matters most today:

## I. Definitions of Accountability

“Each and every marketing communications professional IS by nature an accountability champion. Otherwise he/she is simply not a professional. I don't see how it can be different.”

Giovanni Fabris, Fabris Media Marketing Services

Perhaps the most succinct thoughts about the significance of accountability came from **Giovanni Fabris**. Many know Giovanni from his 18 years at McDonald's as Vice President of International Media where he supported marketing teams in more than 50 countries. He now has his own company, Fabris Media Marketing Services, which focuses on optimizing key factors that result in improved return on media investment. He is also a consultant to the WFA (World Federation of Advertisers).

According to Fabris, “As in all businesses and disciplines, persons and/or organizations in charge of marketing communications should be held accountable for their investments, activities, and decisions.

Decisions about marketing communications ARE business decisions. Those in charge are accountable for delivering the corresponding, expected results.

Marketing and communications objectives are (almost) always different campaign by campaign and advertiser by advertiser. Although the measurement is frequently complex, the definition of accountability is simple: how well have the objectives have been reached (or how have the expected results been delivered) both qualitatively and quantitatively. The measure of how well these marketing and/or communication objectives have delivered should always be media neutral.”

## 2. The Relationship of Accountability to Sales

“Accountability is important. Whether an activity or campaign delivers its desired objectives is important to a continuing relationship.”

KBS Anand, Asian Paints Ltd.

A discussion about marketing accountability today rarely occurs without the mention of sales. However, in times that would certainly welcome growth, it is particularly interesting that many acknowledge there is more at stake than sales alone.

**KBS Anand** is the President of the Decorative Paints Division of Asian Paints Ltd., one of India's top 20 advertisers. He is an industry veteran who has worked closely with his WPP marketing communication agency partners to build the No.1 pain brand in India.

He says, “Sales are dependent on many variables, one of which is advertising and 360-degree campaigns. This is, in fact, the most important

variable. However, campaign recall and message understanding are the other criteria measured through weekly tracking. We do such tracking in 4 cities via quantitative research which gives feedback on recall (reach) and the comprehension of ads.”

Kinetic, a WPP agency that is expert in lifestyle and environmental media solutions, works around the world with outdoor, non-traditional, place-based static and digital networks, experiential marketing, sponsorship, events, in-store, multicultural, point-of care, and mobile marketing. According to **Jeremy O'Brien**, Director of Research & Marketing- North America, “We've found that there has been a positive and direct relationship between our ongoing investment in accountability and specialized centers of excellence and the acquisition and retention of business with clients that demand their investments work harder than they did the year before.

But where invoking ‘accountability’ is just another way of saying ‘predicted by a multivariate model to increase short-term sales,’ then some advertisers gravitate to media that the model indicates perform this role. It's important to keep in mind that no model is a complete picture of the world — models are tools to help with decisions, not replacements for them.”

“Brand equity and other measures of marketing performance are seldom accounted for with these models, and yet they are an undeniably important part of what advertising helps to create for many product and service categories.”

Jeremy O'Brien, Director of Research & Marketing- North America, Kinetic



*Kurt designs auto electronics  
in Stuttgart*



*Chiara is a fashion-lover in  
Milan*



*Amanda leads an investment  
firm in London*



*Keita supervises air freight  
service in Osaka*



*Geoff is a CIO in Sydney*



*Carol is already planning  
their next Florida vacation*

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“Our accountability model is to test the quality of the marketing input versus the outcome of the desired consumer behavior.”

Anand Kripalu, CEO of Cadbury India

As CEO of Cadbury India, **Anand Kripalu** knows a lot about marketing ROI. His role at Cadbury was preceded by over a decade with Unilever India and Africa, where he worked with home care, personal care, laundry, and confectionery.

“Accountability today is absolutely key. The ultimate measure of accountability for marketers is to hold them responsible for volumes and sales growth. The test of a mix is not only how well it tests or researches with consumers, but how well it finally delivers in the marketplace. And since delivery happens in conjunction with the sales teams, such responsibility automatically has to drive collaborative behavior within the two functions.

Each of our agencies is incentivized on their contribution to our sales growth and understands that current and future business is built on their ability to deliver growth today. This is itself strong incentive for them to improve. Both creative and media agencies are held responsible for the roles they individually play in delivering the business agenda.”

“Our Strategic Planning team has in place tracking measures for all major clients and campaigns.”

Ambi M.G. Parameswaran, Executive Director & CEO — Mumbai of Draftfcb + Ulka

### 3. Ideas about Measurement & Metrics:

Measurement is critical, but also complicated; however, **Ambi M.G. Parameswaran**, Executive Director & CEO, Mumbai of Draftfcb + Ulka has an interesting solution “Measuring the results of online media can be debatable,” according to Parameswaran, “especially if I am not interested in click-through as a measure. In the case of other media, we today have a way of embedding a response device, especially for the categories of goods that call for informed buying.

So advertisements for the auto sector or electronics, for example, are often released with a SMS [Short code] response device. This is used as a surrogate measure, and has been found to be of great value. We started using SMS in both print and TV advertisements for our auto sector clients four years ago, and have built a good learning curve on this.”

From the Subcontinent to the Southern Cone, we are seeing similarities. **Rafael Salas**, Regional Media Director for DraftFCB in Buenos Aires, talked about the significance of accountability in his region:

“Taking into account first the business objectives of the client, then the communication objectives, the Media Department's mission is to get, first, the highest effectiveness (make sure that the plan works) and, second, the best possible efficiency (which works with the minimum resources). The concept of ROI is baked into our work philosophy at all times.”

Many wonder how to quantitatively measure ROI beyond the instant feedback of online metrics. Kinetic, with their focus on environmental and lifestyle media, are finding new solutions.

**Marc Malovany**, says, “We have been intentionally structured to create, incubate and foster centers of excellence in targeted communications. New interactive technologies — whether touch-screens in a mall, pop-up store, or international airport terminal, or perhaps messages or content consumer opt-in to have delivered to their mobile phones — can empower consumers to make informed decisions while providing marketers with CRM capabilities.”

“Our analytical models are on a permanent feedback mode: we have become a ‘Culture of Continuous Tracking’ with our clients, learning from a wide range of results, whether business results (sales, penetration...) or messaging metrics (such as awareness) “

Rafael Salas, Regional Media Director for DraftFCB

### How important are media metrics today?

*From a media point-of-view, ten years ago we intentionally moved away from media metrics, as we found them more and more irrelevant in today's tribal society. It is no longer about who you are; it's about how you think. The digital explosion has bought metrics back to the table in a way that is not dissimilar to the early days of TGI fever.*

*As a media agency, we try to take a behavioral view of metrics and not lose sight of the big picture. We realize that if a product is loved and embraced it will sell regardless of CPMs, GRPs, awareness modeling, etc. The aim is to understand receptive moments, and, ultimately, consumer insight. We understand metrics tick the box of the KPI's of marketers but our own KPI is to deliver an emotion alongside, and, occasionally, in spite of, those numbers. The incongruity between numbers and emotion is the primary reason why we do not have a globally-consistent system.*

### In what ways do different clients define accountability?

*CPM, Reach, GRPs, Freq, Awareness, Equity, Trial, Net Profit, Mpu's (Units), Consideration, Loyalty, — Word of Mouth*

### Have you found that the agency's relationship with clients who demand and track ROI changes?

*The problem with even the most complex of ROI systems (ratings vs. sales vs. cost) is that the emotional relationship between the consumer and the brand is often missed or untracked. Sometimes you find that in mediums where you invest small amounts, the ROI is big-- (trade press or small verticals), and in big mediums (TV) the ROI is reduced. But then TV does more than sales-- it builds the brand 'bigness' or consideration which for some brands is critical.*

*The best tracking and measurement happens when both cost and emotional factors are considered as a whole, which is very expensive of course! Measurement can be a burden when it is blown out of proportion in the importance of the big brand picture.*

*Numbers are subjective. Sometimes it is expensive to be in the right place at the right time with the right message. In these cases, to be nailed to the CPM cross could mean death to the idea. Marketers have to trust the marketing agencies to have their eyes on the big picture.*

*A final word of advise? Have an absolutely perfect understanding of all numbers but think beyond that of how to win hearts and minds.*

**“Many more clients are using shifts in equity as a core measure of campaign success rather than either reach figures or pure sales. If a consumer feels more positively predisposed toward a product, even if they don't buy today, they may recommend a friend or buy in the future.”**

Emma Blake, Planatorium

**Emma Blake** is with Planatorium, a London-based communication and media planning agency, specializing in consumer insight and the business of receptivity.

Emma's career began 15 years ago at Mojo in Sydney. She later moved to FCB Auckland, building the office from 16 to 60 people. Next stop was San Francisco during the dotcom boom, then over to London for a 5-year stint with Zenith

Optimedia on P&G. Planatorium is her latest venture. [emma\\_blake@hotmail.com](mailto:emma_blake@hotmail.com)

## 4. What is the Role of the Media Owner in the Accountability Equation?



Many media owners and content providers today agree that they need to be at the center of an industry-wide culture of delivering ROI for their advertisers. After reporting in the last edition of *The Internationalist* about the PriceWaterhouseCoopers survey, called “Bang for Your Buck,” commissioned by Turner Broadcasting to demonstrate how international media produces results, we asked both **Didier Mormesse**, Senior Vice President of Research, and **Max Raven**, Senior Vice President of Ad Sales, both of CNN International, to discuss the issue of how accountability affects media owners.

### How important is accountability today?

**Max Raven:** It's as important as it ever was. A clear return on one's investment has always been important, and during tough times there's more pressure to deliver that return. A frustration however, is that there is a temptation for advertisers to be seduced by the easy, obvious ROI metrics that one gets from digital media and direct response.

### Are all your clients pursuing accountability the same way?

**Max Raven:** Clients all pursue accountability differently, and, of course, sales are the ultimate measure. However, that kind of direct measure is unlikely to be appropriate for the majority of advertisers. Purchase intent is the key factor.

There are a lot of clients who, at first glance, appear as if they are purely brand building, but if you told them that, they'd certainly take you to task. They'd say they're advertising to sell their products or services.

I recently read an interesting quote from Les Binet from DDB who said “accountability is being seen to do the right thing” whereas “effectiveness is doing the right thing.” There is always a tug of war between the two.

Didier Mormesse, Senior Vice President of Research, Turner Broadcasting

**Didier Mormesse:** Sales is the ultimate metric, however it's clearly not the only metric. In many occasions marketers tend to focus on a narrow range of metrics which are relatively short term measures. When it comes to establishing business success and measuring effectiveness of marketing communications, it's always better to use a range of KPIs - short, medium and long term. With our PWC study, we've tried to establish what we call the “true brand preference” indicators which give note to the long term effect of advertising.

In 1970, a US company set out to advertise their soap in Saudi Arabia. The ad showed the following progression of pictures: a pile of dirty laundry on the left, a washtub full of soapsuds in the middle and a pile of clean laundry on the right.

But since Arabic is read from right to left, the ad was a total flop.

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## Do you have an accountability model? Do you apply this model to every campaign?

**Didier Mormesse:** We apply a two tier approach for every client — a custom-built survey for larger campaigns and a ready-made ad tracker as described for the smaller campaigns. But we use the same metrics for all clients, so we can establish benchmarks.

Today the CNN Ad Recall Database (CARD) consists of 90 studies representing approximately 180 different waves of research and more than 50 000 interviews. And this year, for the first time, we've introduced a new type of survey, the CNN Ad Tracker, for the smaller campaigns, where the cost of research can be prohibitive. The Ad Tracker provides an effectiveness measure for a broader range of clients and campaigns simultaneously. It provides a limited number of metrics, but its something that we can offer to clients as incremental value.

A clear return on one's investment has always been important, and during tough times there's more pressure to deliver that return. A frustration however, is that there is a temptation for advertisers to be seduced by the easy, obvious ROI metrics that one gets from digital media and direct response.

Max Raven Senior Vice President of Ad Sales, Turner Broadcasting

## What should be added or modified to the curriculum taught in marketing and advertising classes to better prepare students for the new direction?

**Max Raven:** We need an unending commitment to helping clients quantify their return on the money they're investing. Whatever is spent, the impact should be measured.

**Didier Mormesse:** I agree. And when clients approach advertising in the international marketplace, they need to look at it from a new perspective.

## A final word?

We come back to alignment.

Perhaps Emma Blake says it best: "At P&G we took a pure integrated approach and worked as a 'loop team' where all agency stakeholders met and devised the campaign as a team. The whole campaign was judged ultimately on sales and as a campaign at the Marketing Effectiveness awards."

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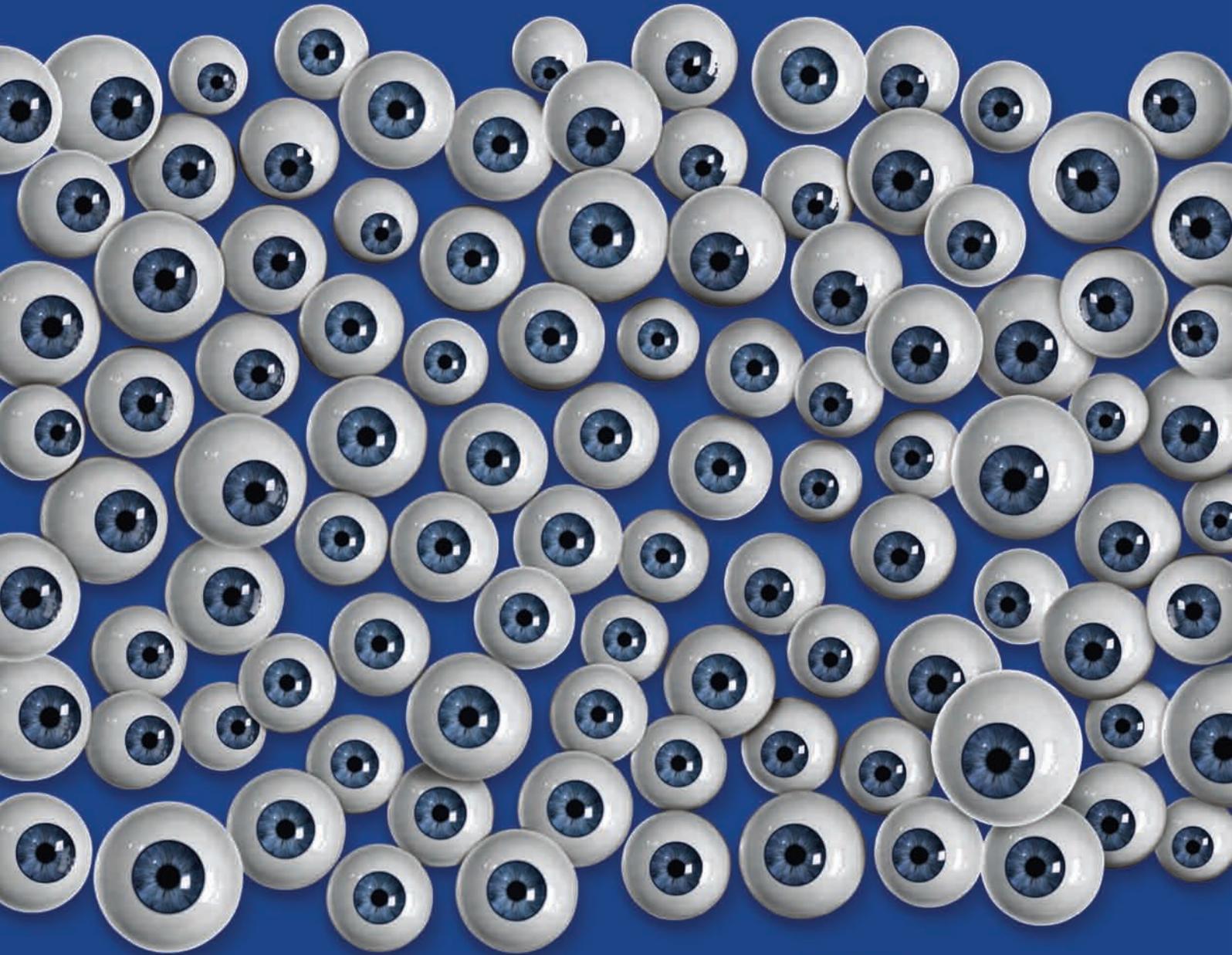
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## Germany: Understanding a Market's New Complexity

The German market is often described with superlatives. Germany is the global export leader and the world's fourth largest market. With its large middle class, Germany also boasts one of the world's highest levels of education, technological development, and economic productivity. Millions of Germans travel abroad every year. Germany is also home to some of the world's strongest media companies; Germans are avid consumers of all media, particularly print.

This export-dependent country has taken an independent view on how to deal with the current economic situation, given historic concerns about inflation. In fact, Germany's rate of inflation reached zero this May — marking the first time in 30 years that prices did not rise in a 12-month period. Despite an unprecedented downturn in industrial orders that began October 2008, economists believe that the situation has now reached bottom with an April 2009 upturn.

A number of successful initiatives have also helped the German consumer. The government now offers wage support to companies that need to control costs by reducing employee work hours. The car scrapping scheme (known in the US as “Cash for Clunkers”) has not only worked, but has been a model for many other countries. Many business sectors still granted workers wage increases, while seniors benefited from the largest pension boost in more than a decade. More available money, along with record low inflation, has caused consumer spending to rise.

### GERMAN CONSUMERS ARE SPENDING MORE

According to a variety of recent forecasts, German consumer spending is projected to be higher in 2009 than in 2008. GfK's monthly consumer confidence index has shown consistent improvement throughout this year, regardless of world economic realities. Some are interpreting this confidence rating as related to consumer trust in the German political system. Regardless of the cause, there is no doubt that the German consumer is

certainly more upbeat than their European counterparts. In the EU, private consumption is expected to drop by an average of 1.5% this year, while leading markets like the UK, Italy, and Spain are anticipating larger decreases.

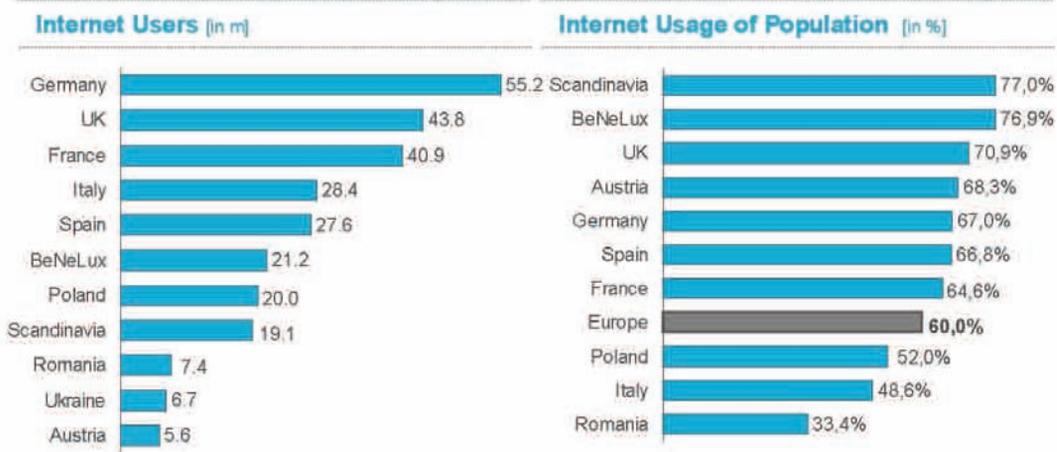
According to **Christof Schmidt**, Managing Director of MEDIAPLUS in Munich, “The German consumer attitude has been surprisingly positive, as the crisis did not really affect the average household. Consumption is still part of the economy, and we still love traveling, if even more often than not in our own country. This

could all change after the election or respectively by the end of the year if some enterprises move from hiring part-time workers to making redundancies. So our positive attitude may also be whistling in the dark.”

“There has been a clear realignment of advertisers in Germany towards domestic consumers,” says **Bob Breen**, International Business Director of iq media marketing. “Bank advertising campaigns, particularly from Sparkassen, or savings banks, are now targeting consumers far more than big business. And these campaigns are being met with success, if

Germans spent €60 billion on holiday travel in 2008, according to Bundesbank data. This ranks them as the world's greatest holiday spenders, with German consumers allocating a larger part of their earnings to vacation than most other nationalities. It is expected that these numbers will remain steady in 2009.

## Internet Penetration in Europe Most Relevant Markets



Source: Internet World Stats 1|2009

### 600 Million+ Pages of German Newspaper Content Viewed Online in One Month

This summer, a survey released by comScore, Inc., a leader in measuring the digital world, demonstrated that 12.9 million German Internet users viewed a total of 611 million pages of online newspaper content in a single month. This is an average online news consumption of 47 pages per person.

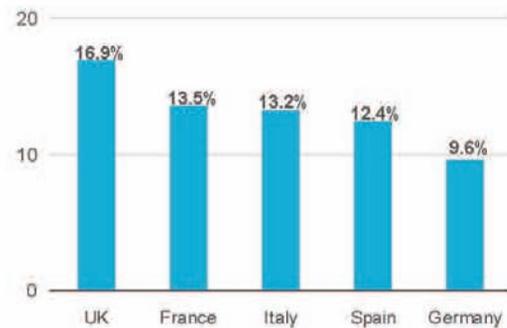
According to comScore Director of Business Development for Germany, Andrew Livesey, “With 13 million monthly readers, online newspapers currently attract one-third of the total German Internet audience. However, newspapers are only capturing an average of 27 minutes of each of their visitor’s time spent online in a month. As newspapers increasingly incorporate emerging digital media, including audience commenting, social networking and video into the online news experience, traditional German newspapers have the potential to increase the engagement of their online readers. Such innovations will represent significant benefit for readers and advertisers alike.”

### Other Findings from comScore Germany Survey include:

- » Heavy German online newspaper readers (or the “Top 20 Percent” of online readers defined by the amount of time spent on newspaper sites) viewed an average of 201 pages
- » This “Top 20 Percent” group also made an average of 20 visits per visitor to newspaper sites.
- » 11.5 million German mobile subscribers browsed or downloaded content from a news or information site via their mobile phone.
- » Welt.de attracted 33% (1.5 million visitors) of its total worldwide audience of 4.5 million people from outside of Germany.
- » A total of 6.3 million videos were viewed on Bild.de during the month, an average of 4.5 videos per viewer.

The month measured was April 2009.

### Mobile Internet Penetration by Market [in %]



Source: Global Online Media Landscape, Nielsen Research 2008

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Source: MA II/2009

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**“In fact, the crisis has not reached most households yet, but in terms of advertising, there are less image campaigns, and more sales and discount-oriented campaigns, particularly from budget retailers like Aldi and Lidl. And there are more car-scrapage campaigns from the car industry.”**

Christof Schmid, MEDIAPLUS

we are to believe rising consumer confidence indices which continue to baffle economists.... In fact, the first half of the year saw a 20% increase in loans to private individuals, surely not all due to the government's 'cash for clunkers' program to boost new car sales. Economic indicators would tend to preclude such a development, given the famed German propensity to save — even in good times.”

#### **AD CATEGORIES & NEW SOLUTIONS FOR GROWTH**

According to Nielsen Media Research the top three German ad categories are: media, retail market and automobile. Despite the “car scrappage” promotions, auto advertising is down by 9%. However, tourism has increased its advertising spending by 9%, while beauty and pharmaceuticals have also posted increases. Of course, both the finance industry (-16%) and telecommunications (-21%) have shown significant declines in 2009 compared with the same period of 2008.

Challenging times can breed greater innovation. Although the German consumer may be stimulated to spend more now, a number of interesting solutions have emerged from the media to encourage stronger marketing associations.

#### **Axel Springer's Michael Monheim**

outlines how one of the company's bestselling marketing products is centered on newspaper BILD's co-branding of 'Volksprodukt' or “the people's product.” Michael explains that the program “allows clients to use the 'Volksprodukt' label from categories ranging from 'the people's pizza' to 'the people's cell phone.’ An ad can then be designed with the official certificate of approval. Clients benefit from the brand image of BILD and 'Volksprodukt' and can the label for the duration of campaign, which is often focused on driving sales. Results have been very strong.”

**Salvatore Zammuto**, International Ad Director for Burda North America, sites how cross-media campaign solutions can ignite more active involvement on the part of consumers. “*I Love Spain!*”

is the motto of the campaign launched by Burda Community Network for the Spanish tourism institute TURESPANA. The image and activation campaign is to whet the appetite of German elite travelers for the Spanish mainland and the islands. Promotional advertorials in different Burda magazines lead readers to the campaign's micro-site which offers a test to help people find out what type of Spain traveler they are and the destinations that best match their travel profile — with a focus on culture, lifestyle and fine dining. Online specials on different Hubert Burda Media platforms spark the target group's interest. Awareness is also raised through mailings, newsletters and search engine marketing. By combining all the elements, we manage to create an active media community, thus attracting attention for our customers' issues and generating leads.”

**“I think that the time of generic display ads is over. In the last two years clients have been especially interested in 360-degree communication packages. Media owners are supposed to offer intelligent interactive advertising opportunities within their different media.”**

Michael Monheim, Axel Springer

**Time to Restructure Online Ad Sales?** Despite the trend to “360-degree” advertising solutions and the user trust of websites associated with traditional media, many large German dailies and magazines outsource their online advertising sales. Perhaps now is the time to restructure those German sales organizations so that all media outlets associated with any media brand can be packaged together. In the US, many publishers originally outsourced their sites, but then quickly brought the sales back in-house when they recognized the vitality of their online offerings.

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**“The current crisis has not lessened interest in these subjects; corporate and social responsibility have, if anything, come more to the forefront following the latest financial turmoil.”**

Kerry O'Donoghue, International Advertising Director of the Frankfurter Allgem

#### CURRENT ADVERTISING THEMES

Interestingly, two consistent advertising themes — the environment and social responsibility — remain strong today in Germany, while some other markets have shelved these issues until more robust times. Of course, Green issues have been popular in Germany since the late 1970's with the establishment of the popular Green party. Yet today, Germany is among the most progressive industrialized countries in terms of energy consumption. In fact, the goal of Environment Minister Sigmar Gabriel is to insure that Germany becomes the

world's most energy efficient country by attaining a 40% reduction in green house gases by 2020.

“Green credentials have played an increasingly vital role in marketing as brands are trying to position themselves,” says **Christoph Gerth**, Head of International Media Sales for Gruner + Jahr. “As resources are becoming ever scarcer and energy prices have been on the increase for years, this development is certainly on the mind of consumers. This is why automobile manufacturers are highlighting their low fuel emissions,

hybrid cars, bio-fuel or gas operated vehicles; whereas electricity providers focus on renewable energy sources such as wind power; and the white goods manufacturers have introduced an energy efficiency classification system.”

Axel Springer's Vice President, Michael sees similar trends. “German consumers are very sensitive to advertising that deals with global warming and all aspects of sustainable development. Auto industry ads, for example, incorporate environmental themes. At the moment we are seeing several car ads that promote the new environmentally-friendly hybrid technologies or new filters that reduce the CO<sub>2</sub> emissions. It is not only a question of a good image; it is also because in Germany the car tax is linked to a vehicle's emissions levels. In order

#### GERMAN ADS:



#### WHO SAYS GERMAN ADS AREN'T FUNNY?

Rental car company Sixt recently took advantage of issues surrounding the election build-up, the popularity of summer travel and feelings about responsible spending to offer a series of funny and impromptu campaign executions:

- »The first referred to a scandal involving Health Minister Ulla Schmidt, who had her official government car stolen after ordering it to her holiday destination in Alicante, Spain. Tagline translation: Holidaying with your Company Car? But there is Sixt in Alicante! From €29 including anti theft insurance.
- »The second execution from Sixt rental cards shows how Chancellor Merkel might economically change her hairstyle. Tagline translation: Fancy a new hairstyle? Rent a convertible.

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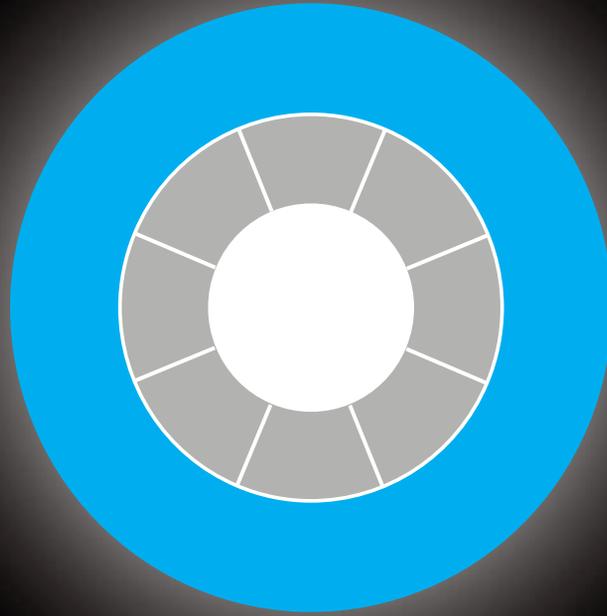
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DIE WELT GEHÖRT DENEN, DIE NEU DENKEN.

Source: DIE WELT/WELT KOMPAKT, WELT am SONNTAG: AWA 2009, WELT ONLINE: AGOF 2009-I

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to save money, the German consumers will particularly buy cars with low emissions. However, car manufacturers aren't the only ones. Other industries are also embracing the trend and incorporating green-consciousness values into the corporate cultures."

**Kerry O'Donoghue**, International Advertising Director of the Frankfurter Allgemeine Zeitung looks at these trends as they specifically relate to media. "The question of sustainability and environmental responsibility" she says, "is something that many German companies have been preoccupied with for a number of years. Certainly the German consumer is very aware of these issues. Being an industrially-driven country, some of the larger

manufacturing companies were the first to have dedicated whole sections of their websites to these issues. Most are unwilling to specifically dedicate budgets to promoting their involvement in these issues. In the past there was interest in special reports on these subjects, however now the companies are more interested in a regular editorial environment than a one-off report."

**Bob Breen** of iq media, however, may ask the most essential question for this market: "How long will it be until b2b advertising in Germany is up and running again?" Bob may also have the most realistic answer to his own question "Who knows? The more optimistic of us are talking about the

last quarter of 2009, and you can't help feeling the big banks will have to pioneer any such renaissance. One would hope the period of 'sackcloth & ashes.' arguably demanded by good taste, will soon be over and life will move on. When that happens and C-suite executives slip back into their role as the most sought-after target group in the country, advertisers will not have to look far for empirical evidence of the latter group's preferred media. The top of Germany's demographic pyramid and the decision-makers of the German economy — business management executives, self-employed business people, professions and civil servants — are among the most sought after targets in the world.

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## Global creativity: lowest common denominator?

Imagine the following conversation between art director and copywriter after being briefed on a global campaign.



**AD:** So we've got to be careful not to upset anyone. Maybe we should look at some of the things we need to avoid in the campaign before we get going.

**CW:** OK, so let's start with the imagery.

**AD:** Obviously we can't have anything with a pig in it, but what about other animals?

**CW:** Dogs are considered dirty in some countries too and don't they eat them in Korea?

**AD:** OK, so no dogs, and I guess we can't have any cows either, so as not to offend any Hindus?



**AD:** I thought about having an owl to show how wise the client is.

**CW:** Ah, but in Italy an owl is considered a sign of death, so we can't have that. What about an eagle to demonstrate how strong the client is?

**AD:** Umm, but I think that could

have too strong a link to US imperialism. I was thinking maybe a large sea bird, like an albatross, to represent global span.

**CW:** We can't — in some societies, an albatross brings bad luck. Maybe we should forget birds altogether.



**AD:** Unless we have a sexy girl driving a car?

**CW:** Only if we cover up her legs, and her arms, and her hair — in fact, better cover her up entirely! Plus, in some countries, women are not allowed to drive.

**AD:** OK, so we can't do that either.



**AD:** I think we should avoid any religious icons, so we better make sure that none of the lines in the imagery accidentally make a cross.

**CW:** And what about the crescent shape? Better avoid any curves as well as lines.

**CW:** What about colours? Don't the Chinese have a thing about black? And I guess anything too red might lean heavily towards a particular political party, so we can't have red ...

**AD:** or blue ...

**CW:** OK we'll do it in green.

**AD:** The client doesn't like green.

**CW:** Oh!



**AD:** Alright let's go neutral — what about white flowers — say lilies for a nice serene feel?

**CW:** We can't — lilies are used in funerals throughout Europe, so probably not appropriate.



**AD:** OK, let's come back to the visual later — let's talk about the copy.

**CW:** I was thinking about using the brand name as part of the headline — you know — like the old Nissan endline: "you can in a Nissan".

**AD:** Thing is, when you translate the “you can in a” bit, it won’t rhyme with “Nissan” any more.

**CW:** OK, if we can’t use rhyme, how about a play on words or alliteration?

**AD:** I think these could be just as tricky. Won’t they be lost in translation too?

**CW:** Right then, let’s skip the words for now. How about a packshot and a huge logo against a pink background?

**AD:** Yeah, could work, but ... would have resulted in a lot more breathing room for everyone on the wrong side of the law.



## A big idea can work across all markets

There are many reasons why it’s important to keep global consistency in advertising. As people travel more and more, they are exposed to the same brand in various markets. Moreover, from an implementation point of view, it’s simpler for the client to commission a master campaign and then adapt it to suit each individual market. This of course leads to all-important savings in copy development and production costs. But these cost savings are worthless if the message is weak.

An alternative model to centralised global advertising is instead to appoint individual agencies in each market and let

them develop the brief independently. The argument for this is that, what you might lose by inconsistency of message across markets (and a fair amount of duplication of resources), you gain by having a made-to-measure campaign for each country. However, it’s unlikely that every one of the local agencies would come up with a truly brilliant idea. Some might, but then some might not. And what’s going to happen in these weaker markets then?

A big idea adapted from a centralised campaign has much more chance of succeeding overall than a collection of local campaigns.



## Forget the “can’t” rulebook

While the centralised creative agency needs to be aware of possible cultural pitfalls, it should not let it divert its creative juices. A creative concept which has been dumbed down to appease everyone is the lowest form of advertising.

It’s hard enough to find an original idea without being constrained by a rulebook the size of a phone directory. The big idea is as important in global advertising as it is in any local communication.

And in any case, such local taboos or sensitivities don’t necessarily apply to the whole population of a particular country or culture, and, if they do, they will probably only apply in varying

degrees, depending on age, gender, social status, and so on. So don’t let yourself be ruled by the “can’ts”. To establish whether a particular creative concept will work, simply consult Mother Tongue. We can research your ideas, help you to identify any potential cultural and linguistic traps, and ensure your global campaign is every bit as effective as a local one would be.

There are always ways to get around cultural and linguistic issues. And if the idea’s good enough, there’s a very strong chance that a company such as Mother Tongue, with its global network of talented copywriters, can make it work around the world.



### About Guy Gilpin

*Guy was brought up between Belgium and England and cannot spell 'blue' (or is it bleu?). After spells in the marketing departments of some large international companies, Guy worked for Saatchi & Saatchi where he developed his love for advertising.*

*Three gripping things about Guy:*

*1 He was born in Billericay, Essex.*

*2 Guy knows the words to every song The Jam ever wrote.*

*3 Guy had an Arab Sheikh for a godfather.*

*Mother Tongue: English. Other Languages: French and some shaky Arabic*



# It's about time

by Hanne Tuomisto-Inch, *Online Communications Director*

Hanne has 11 years of experience in online marketing in both publisher and agency roles across Europe. She currently works across all Banner clients developing their online strategies, from demand generation to branding and social media to virtual events. Prior to joining Banner, Hanne worked at IDG Global Solutions as director of European interactive programs, leading the international online sales team. While there she launched the IDG European webcast, whitepaper and lead generation programmes across the region. The multi-tasking Finn has just finished her master's degree in international business, is a member of the IAB b2b council, regularly speaks at industry events and enjoys writing a column on online marketing trends in her "spare time".

Hanne's role within Banner is that of an online evangelist both internally and externally to help the agency and clients fully exploit the medium to its upmost potential.

Hanne Tuomisto-Inch can be contacted at [hanne.tuomisto-inch@b1.com](mailto:hanne.tuomisto-inch@b1.com)

The metrics by which we measure online advertising success or failure haven't really changed much since the early 90s. Even though we are now able to tell you if someone visited your site even if they didn't click on the ad, or if they were exposed to other elements of the campaign before clicking on the ad, the main measurement metrics are still direct response-led. And specifically, focused on clicks.

Due to this direct response orientation and further fuelled by the recession, the percentage of direct response led campaigns has increased from 69% in 2007 to 73% by the end of last year while brand advertisers are still allocating only a fraction of their spend online (source: *AdRelevance* US April 2009). The lack of brand measurement has had a significant impact on spend with 43 % of US marketing executives agreeing that it's been holding back the growth of online (specifically display) advertising (source: eMarketer Online Brand Measurement Survey, June

noticed better than ones that frame the content (such as leaderboards and skyscrapers). See chart 1.

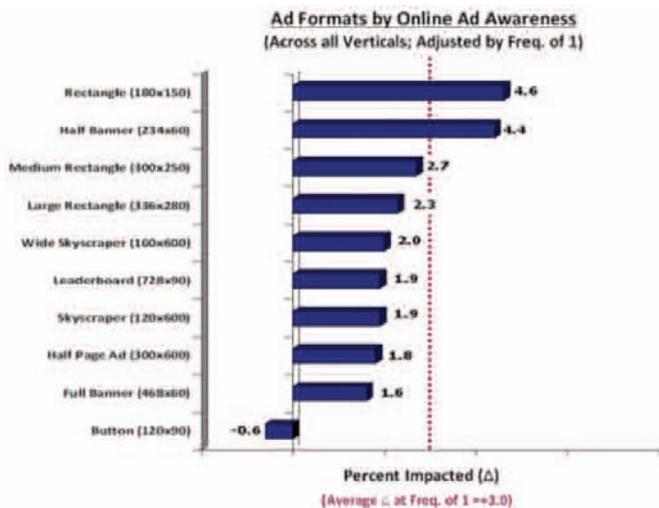
But it's not all doom and gloom: there's a new game in town and it's called time. Eyeblaster has coined it "dwell" time, while other Rich media vendors more typically call it interaction time. The difference in the new dwell/interaction rate definition is intent. Accidentally scrolling over or interacting with an ad has been taken out of the equation by excluding interactions that last for less than one second.

Unlike click-through-rates which on average are 0.1% (or 0.35% for rich media ads), dwell/interaction rates are on average 8.71%, or 25 times higher than the average rich media click rate...! Furthermore, the 8.7% spend on average 53 seconds engaging with the ad, equivalent to intently watching two TV spots in a row (source: *Eyeblaster Research* 2009). Now we are talking! By measuring the time and

dwell/interaction rates of online ads, we get a step closer to measuring true brand engagement online. Furthermore, it's a measure that gives brand advertisers confidence in online advertising and that all important accountability marketing executives are after.

Analysing the time spent on ads across types of online media gives interesting insights as well. More value should be placed on media where people are more likely to engage with the ads in a meaningful way. According to the research by Eyeblaster, people have most time to interact with ads when on email, instant messengers and news sites while

Chart 1



likelihood of interacting is highest on news, technology, sports sites and homepages. The value of an impactful creative execution on a homepage is put into question though by the low amount of time spent engaging with the ad. See Chart 2.

Dwell/interaction rates are higher the less mature the internet advertising market/online usage, as indicated by the trends by region chart. However, once you have got the person's attention, the mature markets in general are more likely to spend longer engaging with video ads. See chart 3.

The integration of video in an ad increases both dwell rates (by 30%) and dwell times (by 100% globally). Some video ad networks are so confident about the performance of video, that they have even based their charging models on engagement. Videoegg for example are charging their advertisers on a cost-per-engagement, instead of a cost-per-impression (CPM) or cost-per-click (CPC) basis, making the brand advertising on their network more accountable.

However, dwell/interaction rates and time are only applicable at the moment to Rich Media executions. What about standard online ads that offer no opportunity to interact beyond the click? Attention or time is starting to be traded in standard online ads by introducing more ad units that stay in place, even when people scroll down the page. Klaus Technologies is one of the companies enabling media owners to control the duration an ad is shown on the page by serving them in a non-scrollable frame. Videoegg has also got an ad unit called Twig on blogs that works in the same way. It would be great if the main ad serving companies were incorporating time into the equation for their standard reporting functions going forward as well, as it is a more important metric than the number of times an ad server has called for or shown an ad.

So what should advertisers take home from all this? First of all, we need to produce more rich media creative that engages, entertains or adds value in some way to the people

we are aiming to reach. Video does not need to be funny, and especially in a b2b environment educational or how to videos work very well. Second of all, we need to measure interaction/dwell rates and times (as opposed to click rates for brand advertising) and calculate how effective the media plan is in terms of cost per engagement. Third of all, benchmark your results to the industry averages to take learnings on how well your advertising is working in comparison to your peers. The *Eyeblander* and *DoubleClick* benchmarking reports break results down by industry, region and ad format and are a great yardstick for your campaigns.

**Sources**

Eyeblander report:  
[http://www.eyeblander.com/Forms/Analytics\\_Bulletin\\_Issue4\\_Dwell\\_Time/index.html?utm\\_source=Web%2B-%20Summary%20page&utm\\_medium=Web&utm\\_campaign=Analytics%2BBulletin%204%20](http://www.eyeblander.com/Forms/Analytics_Bulletin_Issue4_Dwell_Time/index.html?utm_source=Web%2B-%20Summary%20page&utm_medium=Web&utm_campaign=Analytics%2BBulletin%204%20)  
 Doubleclick report:  
[http://www.doubleclick.com/insight/pdfs/dcl\\_2008\\_benchmark\\_0906.pdf](http://www.doubleclick.com/insight/pdfs/dcl_2008_benchmark_0906.pdf)

Chart 2

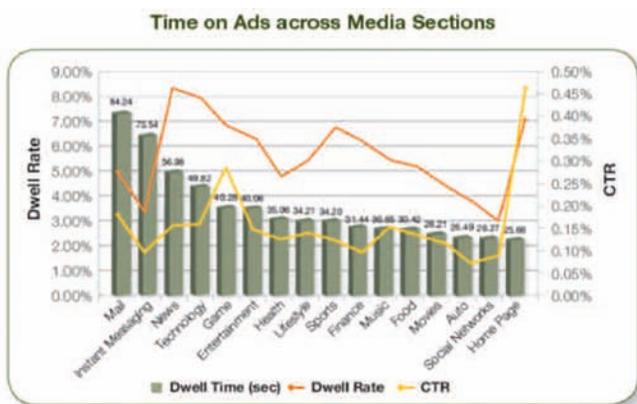
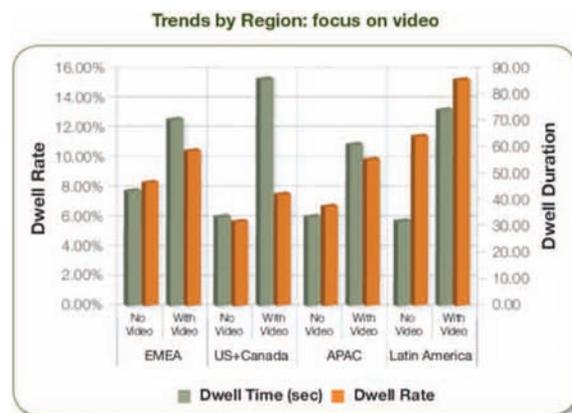


Chart 3



## Slumdog Revisited

Les Margulis spent 25 years at BBDO New York as International Media Director, and then settled with his Australian wife, Ann, in Sydney. However, he couldn't quit the business. The lure of Bondi Beach or the famed Opera season just wasn't enough. Les formed his own company, Margulis Media Group, and has been doing some serious globetrotting with a seminar series on best practices for media agencies. His recent assignments have taken him from Kiev to Moscow to Dubai to Tel Aviv to Johannesburg, and next to Gainesville, Florida where he serves for 4 months as a Freedom Forum Professor of Advertising at the University of Florida.



He has found, however, that in his role as “trainer,” he is doing far more learning than teaching. In this new column for The Internationalist, Les Margulis will offer his perspective of how the concept of media is changing around the world, and he will share ideas and best practices from his various stops around the globe.

### A Journey of 13 Years

It has been that long since I was last in Mumbai. It was then called Bombay. However, as the country moved further away from its past, many of the last vestiges of colonial rule have disappeared. Therefore, many grand Victorian buildings and important thoroughfares have two names: a British one named after a war hero long forgotten and one reflecting a more recent local history and mores.

The truth is that much has remained the same in India since 1996 and much has changed. The poverty and the slums glorified in *Slumdog Millionaire* are still here. The grinding traffic that never seems to end is still here. The crazed black and gold taxis which seem to number in the millions and which attack your car like mosquitoes on a hot August night...well, they are still here.

But everything else is different. India is the economic wonder child being part of a select group of three countries

(along with Australia and China) that managed to avoid economic collapse this past year. As America and England and much of the rest of the world

caught *derivitivitis* and fell off an economic cliff, growth here slowed to only 2.9%. The government just announced economic forecasts for the remainder of the year pegged at a much more rosy + 9%. In response, the Indian stock market has surged to gains in excess of 50% since January 1.

Mega celebrities are world class business families such as the Tata Group that purchased Land Rover and Jaguar last year. How ironic that those classic symbols of British wealth and aristocracy are now owned by this very jewel in the crown.

But the past November 26 attacks on the Taj and other sites have brought the reality of India's place in the world order to both the average man and to the elite.

“India is the economic wonder child being part of a select group of three countries that managed to avoid economic collapse this past year.”

Conversations here often turn to friends lost either at the Taj or the Oberoi who were dining with colleagues.

I have stepped back in time and visited those sites and there are no memorials to the almost two dozen police and public service officials killed or to the many dozen executed as they ate. It is another violent incident in a country ironically known for its nonviolence.

### **Mad Men Revisited**

The energy in the streets is palpable. India's best years are now and ahead. There is a pride about how far they have come in such a short time. The papers are filled with items about her first nuclear submarine and the first home built aircraft carrier. There is a sense that India is on the road to passing some of the G8 laggards who are living on past glory.

The ad industry here is a vibrant reminder of the glory days of London and New York. Industry elite are feted and featured on the society pages along with the younger faces of the Bollywood films. We are the business elite. We are the Masters of the Universe. The Bombay Stock Exchanges Millionaires exist but they are the bland, paunchy personalities that you walk past without a second glance.

Mumbai is New York 10 or 20 years ago with the young university graduates leaving the villages and their homes to change the world through advertising. TV is still the ruling media and a brilliant :30 spot can change your life and your career. People in the office still congregate around the icy water cooler and discuss the previous night's entertaining spots.

But the new age media is fast catching up. The trade is filled with gossipy tidbits on Twitter, Facebook and the local social network sites that everyone is connected to.

But India is not America and it is truly a country of media haves and have nots. The haves (which can not possibly number more than 25% of the total population) are mobile, comfortable and live lives that share a commonality of interests, desires and consumption patterns with anyone from the West.

But the have nots still find relevance in the traditional media (TV and in the absence of Internet, newspapers). The country is covered with more newspapers in more languages than can be imagined. Literacy is high and the price of a paper is only 5 cents.

But in rural India far from even the most remote Internet cafe, FMCG clients fashion display trucks as

“The energy in the streets is palpable. India's best years are now and ahead. There is a pride about how far they have come in such a short time.”

activation units and go to the people in the field who still need detergent, toothpaste and household necessities.

This is a land of contrasting touch points. And contrasting roles. Urban women have become a lot more independent, a lot more educated and even their roles within the family households have changed. The university graduates expect good jobs, international brands, travel overseas and a focus on the Me and not the We.

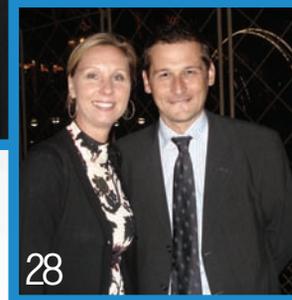
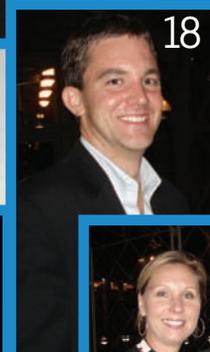
### **My Comfort Factor**

This is an exciting time to be in India. It is both a quiet revolution and one that is careening ahead at breakneck speed. As all journeys it is more fun to share with colleagues and friends.

So here in Mumbai, even with the traffic, the monsoons, the madness of 20 million people jostling for air and space, there is more fun and more excitement than I have had in a dozen years.

CONTACT: LESMARGULIS@HOTMAIL.COM

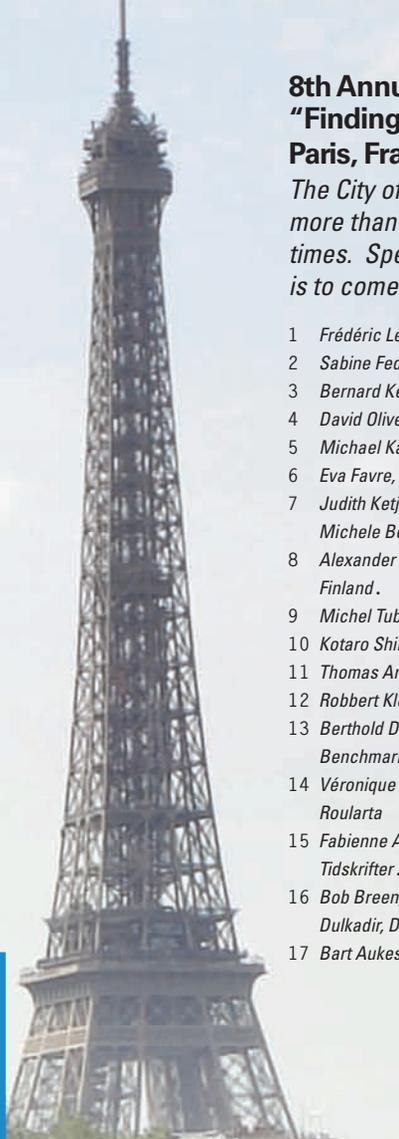
# CONNECT ALLIANCE



## 8th Annual Connect Alliance Partners Meeting "Finding the Way in a New Media World" Paris, France — September 10 and 11, 2009

The City of Light was host to this year's Annual Connect Alliance Partners Meeting, which attracted more than 60 media owners from around the world to learn about solutions and opportunities for these times. Speakers like ZenithOptimedia President Sébastien Danet offered provocative views about what is to come next, while Parisian luxury marketer, Bell & Ross, presented their approach to media strategy.

- 1 Frédéric Lehalle, Affinity Media.
- 2 Sabine Fedrowitz, Mercury Publicity GmbH.
- 3 Bernard Kedzierski, K.media.
- 4 David Oliver, Oliver Smith & Partners
- 5 Michael Karnig, karnig4media.
- 6 Eva Favre, Affinity-PrimeMEDIA.
- 7 Judith Ketjen, Reed Business; Colin Smith, Oliver Smith & Partners and Michele Beeckman, Roularta Media Group.
- 8 Alexander Kratz, Bauer Media and Nina O'Shea, Talentum Media Finland.
- 9 Michel Tubbx, Roularta Media Group and Marc Nelisse, De Telegraaf.
- 10 Kotaro Shiba and Hirokazu Tsuji, both of Nikkei Europe.
- 11 Thomas Andersen, Berlinske Tidende.
- 12 Robbert Kleijwegt, Reed Business Information.
- 13 Berthold Dorrich, Lamborghini Magazine and Laurent Moindrot, Benchmark Group.
- 14 Véronique Pican and Constance Bucaille, both Groupe Express-Roularta
- 15 Fabienne Amoos-Guerne, Edipresse and Niklas Von Sterneck, Bonnier Tidskrifter.
- 16 Bob Breen, GWP/Handelsblatt; Paolo Cassano, K.Media and Ayten Dulkadir, De Persgroep Netherlands.
- 17 Bart Aukes, ANWB and Møyrfid Øygard, Aftenposten.
- 18 Mark Dixon, Berlinske Tidende.
- 19 Remco Bruins, ANWB.
- 20 Anne Sasse and Brigit Böhm — both Süddeutsche Verlag.
- 21 Dmitry Kuzminskiy, Media Large International; Victor Colomer Gutiérrez, Dixi Media Publicidad and Jaime Sánchez Nieto, Unidad Editorial.
- 22 Maria Moruno, La Vanguardia-Publipress Media.
- 23 Dominic Petitjean, Roularta Media Group; Daniela Ling-Vannerus, Karnig4Media and Dimitri Andreakos, Medialogue / Sanoma Magazines.
- 24 Kyoko Norishima, The Yomiuri Shimbun and Sandrine Marchal.
- 25 Liz Butler, Guardian Newspapers
- 26 Eeva Sokolowski, Helsingin Sanomat and Veronica Holopainen, Talentum Media Finland
- 27 Eileen LeMuet, Figaro Medias.
- 28 Maria Ingels, Dagens Industri and Stéphane Blondel, Affinity PrimeMEDIA.
- 29 Jaap DeWilde and Wouter van der Horst, both from De Persgroep Netherlands.
- 30 Gregory Plata, Dagens Nyheter and Matt Findel-Hawkins, Nikkei Business Press.
- 31 Vanessa Ratut and Laurent Briggs, Affinity Media.
- 32 Neil Sartori, Journal Presse International; Ed Burness, Associated Newspapers and Toby Moore, Telegraph Media Group.



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6

*BOEING'S NICK WEST SPEAKS AT IAA LONDON LUNCH*

Nick West, Communications Director of Boeing UK, discussed the company's advertising strategy with emphasis on the new campaign entitled, "Together We Fly Higher." West not only has vast marketing communications experience, but past flight expertise from an early military career. He trained as a helicopter pilot with the Army Air Corps and then flew Lynx helicopters with the Commando Brigade Air Squadron. Nick West also served a season with the Royal Navy Presentation Team.

All photo identifications from left:

- 1 Toby Moore, Telegraph Media Group; Alan Dunachie, The Economist and Ed Burness, Associated Newspapers.
- 2 Huw Rees, The Evening Standard and Angus Grieve, IAA-UK.
- 3 Fredrik Boreström, Euronews and Pamneeta Basi, Mediaedge:cia.
- 4 David Oliver, Oliver Smith & Partners and Mervyn Clarke, CNBC Arabia.
- 5 Ro Madeley, CNBC and Nick Edgley, NE Media World.
- 6 Speaker Nick West of Boeing and Michael Toedman, IAA-UK.
- 7 David Weeks, The Week; Harry Whitbread, The Economist and John Pentin, Newsweek.
- 8 Xavier Adam, AMC Network; Rob Baird, Star TV and Una Reynolds, Newsweek.
- 9 Ana Elorriaga and Patricia Meier Woster — both Publicitas.



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*PEPSICO'S VIEW OF THE CHANGING MEDIA LANDSCAPE*

On September 10, The IAA New York Chapter presented Seth Kaufman, Director of Media Strategy for PepsiCo North America Beverages, to discuss how he sees media's effects on branding and marketing communication. Kaufman is responsible for developing and implementing integrated marketing communication strategies across myriad mediums and platforms in order to best connect PepsiCo's brands with consumers.

The event was sponsored by Clear Channel Outdoor. Seth Kaufman is pictured to the left.



# an internationalist's eye

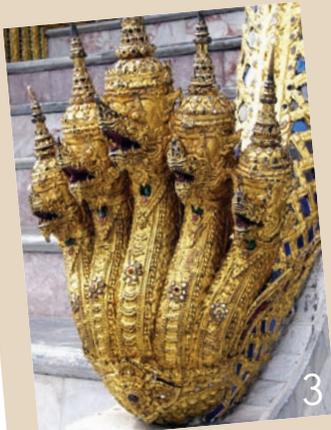
## THAILAND

PHOTOGRAPHER: Marcelo Salup

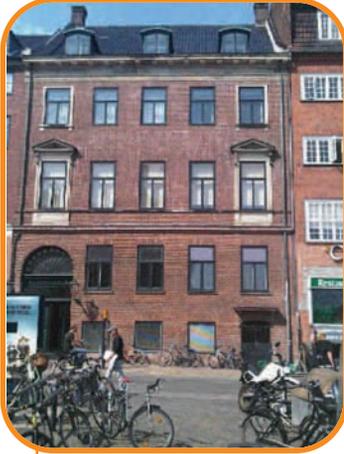


It takes an "Internationalist's Eye" to capture the essence of a place, and Marcelo Salup's photography does so effortlessly. Although strictly a passionate amateur, his photos demonstrate that in a busy, homogenized world, we should not overlook that which is native, local or "different." His pictures express the uniqueness of individual markets in ways that words cannot.

1. Buddah being restored
2. Detail of the foot of a statue
3. Palace Statue
4. Lion Head
5. Thai School Children visiting the palace
6. Young Monks
7. Young boy



Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai  
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## Sustaining Copenhagen

As the world adjusts to the realities of the post crash era, a growing group of people see green initiatives as a new engine for economic growth. Green jobs, sustainable programs, infrastructure redevelopment — they all play into an attempt to improve efficiency while expanding the economy. Its a good idea, and like any good idea — everyone now seems to be jumping on the green wagon.

At the moment, that green wagon is on the Road to *Copenhagen*, where the world's climate community will meet in December to seek a post-Kyoto accord destined to shape outlines in international business and politics for years to come. Whether or not anything will be agreed is anybody's guess, but it does mean all eyes are on Copenhagen.

### Arrivals

When you arrive in Copenhagen, those eyes will be greeted by stunning wood surroundings in a setting that feels like part sailing craft, part Wallpaper\* ad. The Copenhagen airport is clean, serene, and very wooden. In short: lovely. You'll only be there for a moment, because its also remarkably efficient, even for a small town such as this. For the ride into town, let's do the environmental thing and take the public transportation — its fast and easy to use — with trains running along two lines straight to the center of town that cost next to nothing.

If by chance you are headed straight to the Summit to negotiate your country's cap and trade limits, by all means, take a taxi. It's being held just a short distance away from the airport, and there are good direct links between the two.

### Hotels

The **Hotel 27** is centrally located and attractively priced. The staff don't really know what they're doing, and its a bit worn about the edges — too many Singaporean tour groups — but the location is right where you need to be and everyone is very friendly. It's good enough. The rooms here are strangely reminiscent of kindergarten, in that Scando-pop way that very modern design sometimes implies.

Better is the **Nimb** — a gorgeous hotel on the edges of **Tivoli**, the famed gardens of

Copenhagen. This place is not Scando-pop, in all the ways that will make you like it. Plush, lush and a great reputation for service will have you smiling the entire stay.

If you're in a hurry and just there for the night, or with a big group of people you can't stand, (as people often are during these things), you can't really fail with the **Radisson SAS**. There are several dotted around town, and while neither lovely nor well located for fun, they are extremely practical and user-friendly. You might even get something printed should the business need arise.

### Restaurants

For your dining pleasure it is quite fun just to wander up Copenhagen's main walking street, **Store Kongensgade** — full of shops and shopping and people and people watching. Watch for bikes, as they are a hazard for the people-watcher. Stopping along at various places for a drink and a bite, especially on the streets directly parallel, are a good bit of fun.

Then there is "**kong hans kaelder**" an old vineyard once owned by King Hans — royally tasty. Its just a ten minute walk from the **Absolut Ice Bar**, where you can freeze inside just as much as you freeze outside. Here the drinks are served inside a giant refrigerator/freezer of ice blocks hauled down from Lapland. Even the cups are ice. Watch your tongue.

There is a restaurant called **The Paul** +4533750775 with a Michelin star and a

taster menu. **Premisse** also gets the nod — but maybe not as trendy as it once was.

Another recommended spot is **Gødt**. This cosy restaurant is run by a charming couple and features some interesting local dishes. As for nightclubs, the center is small and the music is loud.

**Kongens Nytorv** is the place to be for Copenhagen during COP15 — its the home of the **Hub Culture Pavilion Copenhagen!** Yes, the next installment in Hub Culture's global series of Pavilions will be arriving December 1, 2009. Billed as a private embassy of sorts, this location will feature nightly networking for the world's climate community with daytime facilities for meetings, collaboration and press conferences. CEOs, corporates and power-players galore.

The **Hub Culture Copenhagen Pavilion** will be accessed by invitation only — so please be sure to enquire at the Copenhagen Pavilion group at [HubCulture.com](http://HubCulture.com) before catching that flight into the Nordic winter.

Meanwhile, bring a flashlight — its dark most of the day and night by December, making for some long nights for the world's leaders to ponder the climatic future of the planet.

**Stan Stalnak** is the founder and creative director of Hub Culture, a real network merging the virtual and physical. Hub Pavilions are opening worldwide with workspace, online collaboration tools and support services for Hub members. He can be contacted at [stan.stalnak@hubculture.com](mailto:stan.stalnak@hubculture.com)



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