

inter national ist

2007
early winter

INTERNATIONALISTS OF THE YEAR
2007

THE PEOPLE BEHIND THE MOST OUTSTANDING MULTINATIONAL MARKETING ACHIEVEMENTS



AHEAD OF THE CURVE:

Clark ponders strategies for the prophets of boom

COMMENTARY:

Cappo reflects on the mother of media: threat or opportunity?

Power Breakfast, Japanese Style

The Asahi Shimbun newspaper — Japan's influential day-starter



Best coverage of corporate executives in Japan



Data source: "Comprehensive National Newspaper Survey (J-READ), October 2005," Video Research Ltd. (3,307 respondents)

Best newspaper brand in Japan



Data source: "Newspaper Readers Basic Survey 2005" conducted by Central Research Services, Inc. (4,938 respondents)

Better cost performance (CPT)



Data source: Circulation: "ABC Report of Jan.-Jun. 2005" * Full page, morning edition, B&W published rate as of April 2005 (US\$1.00=JP¥117)

One of the world's most respected newspapers

1	Financial Times (U.K.)	19.4%
2	The Wall Street Journal (U.S.A.)	17.0%
3	Frankfurter Allgemeine Zeitung (Germany)	16.2%
4	Le Monde (France)	12.5%
5	Neue Zürcher Zeitung (Switzerland)	12.1%
6	The New York Times (U.S.A.)	8.1%
7	International Herald Tribune (France)	5.2%
8	The Asahi Shimbun (Japan)	2.6%
9	El Pais (Spain)	1.9%
10	Corriere della Sera (Italy)	1.3%

Data source: "2005 World's Best Newspaper Survey" conducted by Internationale Medienhilfe (1,000 respondents: executives, politicians, university lecturers, journalists and advertising professionals in 50 countries)

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For more details, visit
adv.asahi.com/english/

The Asahi Shimbun
Japan's Leading Quality Daily



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Sources: ABC May 2007 and Hitwise January-March 2007



Passionaries Unite!

Recently at a December AWNY (Advertising Women of New York) breakfast on Media Integration, Moderator Kim Kadlec, Chief Media Officer at Johnson & Johnson, introduced the word "*passionary*." In fact, Kim named her panel "*Passionaries Unite: Insights Out.*" She used the new term to describe a person who synthesizes diverse information, then creates a new vision or solution. That individual also puts enough energy behind the newly-created idea to actually make it happen.

I can't think of a more perfect term to describe our 2007 **Internationalists of the Year**. Despite their diverse backgrounds and geographies, passion is the thread that unifies all of their actions. And that passion is often the determining factor in creating their successes. As the industry becomes more complex through technology, measurement

and changing consumer desires, it is satisfying to know that a core emotion can be found at the center of those who are our leaders, innovators and achievers.

These 2007 **Internationalists** are advocates of international projects that simply would not have happened without their energy, collaborative thinking and belief in their brands. Few aspects of business require as much passion. **internationalist's** mission is to showcase the people and ideas behind today's successful cross-border ad campaigns and breakthrough marketing accomplishments. Connecting with these individuals and understanding their work has unquestionably advanced the business of communications.

We congratulate the 2007 **Internationalists of the Year**, today's "*passionaries*."

Deborah Malone, *publisher*

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Euros or Dollars...

Labour or Labor...

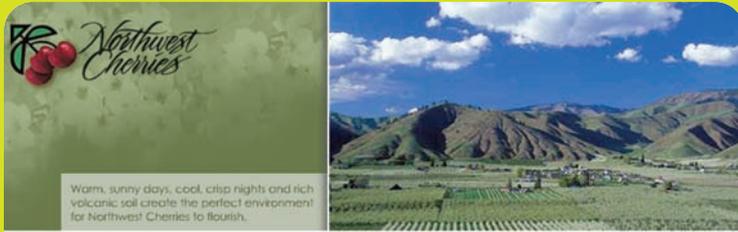
Dubai or Shanghai...

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MAKE THE CONNECTION



it's in the stars—or at least it is in asia...

where celebrities are being hired as marketers for brands from the Pacific Northwestern states. This year, Chinese pop star Jian Tian is advertising the Northwest Cherry Growers' pickings, by filming her MTV video in the Washington orchards and serving as the spokeswoman for the cherries in her own country.

Similar marketing endeavors have proved popular in Taiwan, where for the past seven years different music stars have advertised the Northwest fruit. This year, with the focus shifting to China, the model Akemi is serving as the cherries' spokeswoman in Taiwan.

The Northwest Cherry Growers isn't alone in targeting its marketing in Asia. The Washington State Fruit Commission recently partnered with Chateau Ste. Michelle winery to hold a black tie event in Shanghai for 3,000 people, featuring pop star Shunza.

Promotions such as these work in China and Taiwan, according to B.J. Thurlby, president of the commission, because the markets are gossip-driven with a strong emphasis on magazines and the subways.

And Martin Roll, CEO of VentureRepublic, Singapore, and author of *Asian Brand Strategy*, pointed to the conformist nature of many Asian societies, which means celebrities can often become aspirational role models.

Language is becoming more international—or it is at least in terms of names. Wakoopa, Renkoo, Eskwela, Squidoo and Woomp could be from any country, although most of these are American. They are the monikers that new companies are selecting for their companies, and the reason tends to be that the URL is available.

The success of Google (so popular that it's become a verb), Yahoo, Amazon and Wikipedia attests to the fact that these nonsensical names can actually lead to a successful company. However, many consultants advise against such a move.

Names that mean nothing need a lot more money and marketing poured into them to get them noticed, according to Anthony Shore, global director of naming and writing for Landor Associates, San Francisco.

And Brad Van Auken, president of Brand Forward in Honeoye, N.Y., says that people want to find a company quickly, so if they can't figure out the spelling they may give up.

But Doug Lowell, executive creative director at ID Branding in Portland, Ore., says that an unusual name won't require more marketing clout, because it already stands out and is unique. ●

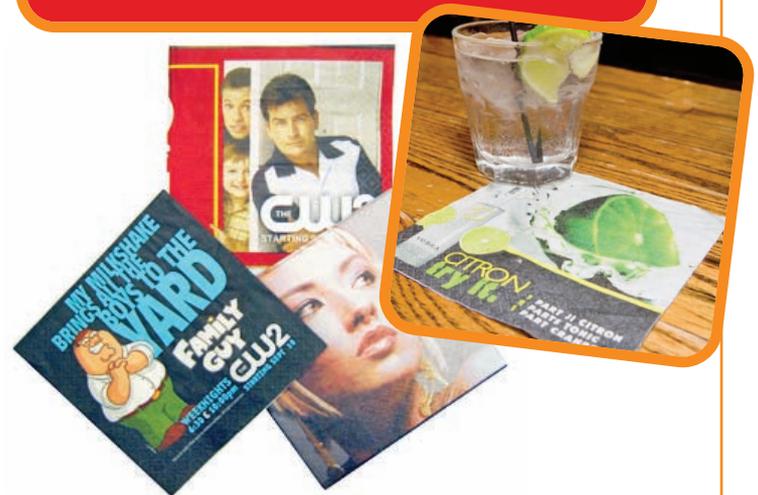
ads in your lap?

The next time your airline meal drips down your chin, take note because you could be dabbing it with the venerable name of American Express.

US Airways is the latest company to sign up with NapAds, which offers an advertising opportunity on paper napkins. AmEx is only one of the advertisers; others include Absolut, Finlandia and Bacardi. The partnership with US Airways will lead to up to nine million impressions per buy.

NapAds was launched a year ago (January) and targets venues such as restaurants, bars, amusement parks and sports venues in all major markets across the U.S. But NapAds isn't the marketing genius behind this idea. Napkins have been carrying advertising messages in Japan since the 1970s. In that country, about four billion free promotional tissue packs are distributed annually. AdNaps' headquarters is also in Japan. In the U.S., competition comes in the form of AdPack USA, which gives away around 2.4 million packs of napkins, touting the wares and services of companies such as Zagat, H&R Block and Commerce Bank.

INFO: <http://www.napads.com/>



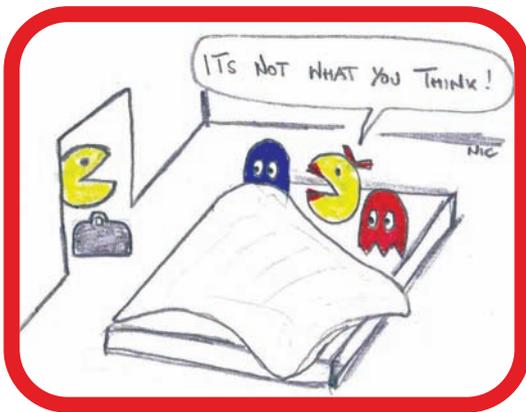
a bite of the apple....

Business billionaire, Media Mogul and New York City Mayor, Michael Bloomberg, spent part of December away from the Big Apple in order to meet with business leaders in China and to attend the conference on Climate Change in Bali.

Following a speech in Shanghai, Bloomberg offered to field some audience questions. Some in the Bloomberg camp anticipated inquiries about a possible, last-minute presidential run or perhaps the Mayor's views on the affects of the sub-prime mortgage situation. Instead, the opening question at the Shanghai meeting involved the Mayor's cameo appearance in *Sex and the City*. The incident certainly underscores the global nature of media and entertainment... or perhaps just the world's ceaseless interest in sex, and of course, New York City. ●



**UN VERSAL
DECLARAT ON
OF HUMAN
R GHTS**



Contributed by Klaus Niedermeyer,
Director of Marketing,
Axel Springer Group Inc.

a logo for human rights

This December, the United Nations unveiled the official symbol for the 60th anniversary of the Universal Declaration of Human Rights which will be an important visual representation for "Human Rights Year" in 2008. When adopted by the General Assembly in 1948, The Universal Declaration of Human Rights was core to the UN Charter. Championed by Eleanor Roosevelt, its purpose was to create worldwide awareness of essential human rights, including freedom from poverty, the right to education and free speech.

The High Commissioner for Human Rights personally approached Reg Lascaris, President of TBWA\Hunt\Lascaris, to develop a new logo for this historic celebration. Reg, certainly knows something about getting things done. Named a World Entrepreneur for South Africa by Ernst & Young in 2002, he and John Hunt launched what became TBWA Hunt Lascaris with very little capital, no offices and no clients. (In fact, during the early stages of the business, TBWA was run out of the back of a car!)

Reg challenged everyone in the offices of Johannesburg, Cape Town and Durban as part of an internal competition to come up with the winning logo. The brief was challenging as a single image need to be developed that would proactively communicate the importance of basic human rights. It was to be independent from the existing UN logo, yet it had to represent the global community and essentially become a logo that could be embraced by the world's citizens.

The submission by Yolande Mulke of Johannesburg became the winning logo. Pictured here, a wreath symbolically becomes a person with outstretched hands, in a gesture of peace and harmony. Yolande's logo not only becomes the image for The Year of Human Rights, but it will continue to be used beyond 2008 as an enduring symbol of such an important concept. ●

wfa facilitates change on children's food and beverage advertising

On December 11 in Brussels, The World Federation of Advertisers applauded 11 food and beverage advertisers for committing to change their food and beverage advertising to children in support of parental efforts to promote healthy lifestyles in the European Union. WFA facilitated the initiative among its members and endorses it as an example of good practice in food advertising self-regulation.

The 11 signatories of the "EU Pledge" are Burger King, Coca-Cola, Groupe Danone, Ferrero, General Mills, Kellogg, Kraft, Mars, Nestlé, PepsiCo and Unilever. The companies combined represent over 50% of the food and beverage advertising market in the EU. They have each committed to implementing company-specific, voluntary measures by the end of 2008, which fulfill the following minimum criteria:

- No advertising of products to children under 12 years on TV, print and internet, except for products which fulfill specific nutrition criteria based on accepted scientific evidence and/or applicable national and international dietary guidelines.
- No communication related to products in primary schools, except where specifically requested by, or agreed with, the school administration for educational purposes.

"Today's announcement demonstrates how self-regulation continues to respond in a timely and proactive way to societal concerns." said Stephan Loerke, WFA Managing Director.

This commitment is part of a raft of self-regulatory initiatives taken by advertisers on the European Commission Platform. Marketers are also investing significant resources in strengthening advertising self-regulatory organizations in the EU, implementing and monitoring reinforced codes of conduct for food and beverage advertising and teaching media literacy to children aged 6-11. Media Smart (www.mediasmart.org.uk), originally launched in the UK in 2002, has now been taught to around 3 million European children across Belgium, Finland, Germany, Hungary, the Netherlands and Sweden.

"This is just part of the industry's response. We have worked with the Commission and other stakeholders in identifying a best practice model of self-regulation, have reinforced codes of conduct and are providing children with the tools to help them understand and interpret advertising, so that they are able to make informed choices. We will continue to work with consumers, parents, policymakers and all stakeholders to promote healthier lifestyles," concluded Loerke.

CONTACT: Stephan Loerke on s.loerke@wfanet.org



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F R O N T

iaa announces a socially responsible award; microsoft sponsors e-responsibility

In December, the International Advertising Association (IAA) announced the launch of a worldwide award to recognize the role of socially responsible communications. Entitled the IAA Socially Responsible Communications Award or IAA SRC Award, the initiative will address how the advertising community communicates environmental and social responsibility issues.

"The IAA is truly excited to be highlighting both the value, and need for socially responsible communications worldwide with this award", said IAA Executive Director, Michael Lee. The IAA Socially Responsible Communications Award is organized by the IAA in association with ACT Responsible or Advertising Community Together (www.act-responsible.org) and with technical support from Adforum.com.

Microsoft will sponsor the E-Responsibility digital creative category, and Dan Bross, Microsoft's Senior Director for Corporate Citizenship stated, "This is such a worthy cause to focus on, and the IAA is uniquely placed to draw the industry closer together on socially responsible communications issues. It is very appropriate that Microsoft support and enable such an important new industry initiative".

The competition is open to any organization involved in advertising, design and/or marketing communications. Entries must focus on advertisements in the area of sustainable development, social responsibility or related issues such as environment. IAA-SRC entries may compete in a wide range of media and the award categories are television/cinema, print, poster/outdoor/out-of-home/ambient, and digital media. There will also be a grand prix award for the best campaign in all categories.

The global jury will be chaired by Bob Scarpelli, Chairman and Worldwide Chief Creative Officer of DDB Worldwide. Jury members include: Marcio Moreira, Vice Chairman and International Chief Creative Officer of McCann Worldgroup; Piyush Pandey, Executive Chairman and National Creative Director of Ogilvy India & South East Asia; Edgar Gianesi, Creative Director of Lowe Brasil; Pierre Siquier, in charge of Sustainable Development at the French Association of Communications Agencies; Anthony Kleanthous, Global Policy Advisor at WWF (UK) and Peggy Conlon, President of The AdCouncil.

The competition is currently open for entries, and winners will be presented during the 41st IAA World Congress in Washington DC, April 7th – 9th 2008.

To see all the complete information about the competition or to download the Rules of Entry please visit www.iaaglobal.org.



call for
entries



will the next steve jobs come from china?

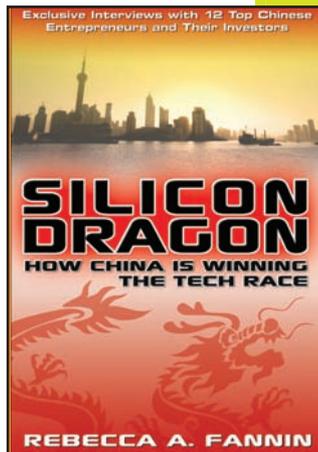
During the course of her career, Rebecca Fannin has been the Associate Editor at Ad Age International, the International Editor of Asian Venture Capital Journal and an International News Editor at Red Herring. Since 1992, she has been reporting on marketing, innovation, technology, and the emerging Asian economies. Her new book, Silicon Dragon - How China Is Winning the Tech Race, published by McGraw Hill, brilliantly brings together the culmination of her interests and her experience.

The book is built around 12 interviews with Chinese entrepreneurs and their investors. Rebecca, who lives with her husband in New York and Connecticut, spent many months of the last several years in China researching her topic. She has seen first-hand how China's recent explosion of new technologies and big money opportunities have caused the country to feel like Silicon Valley at the height of the dot-com boom, complete with an enterprising new generation of innovators.

She introduces China's new "TECHNO-PRENEURS" who are creating China's versions of Google, Yahoo, eBay, Amazon, YouTube, and MySpace, and discusses the Chinese "TECHNO-REVOLUTION" in cell-phone technology, computer chip innovations, digital mapmaking, and other cutting-edge ideas. Rebecca also offers a vision of this "TECHNO-FUTURE" in terms of what it means for global investing, marketing, development, and production with the most populous nation in the world.

Silicon Dragon is currently available in most bookstores.

FOR MORE INFORMATION: www.rebeccafannin.com



3 stepping stones to globalize your b2b search engine marketing

by jeff curie , thursday, december 13, 2007

In North America, this process has been moving steadily from art to science.

But how do we adapt this process when your company wants to open the door to international searches? At 100,000 feet, it looks similar — but look closely and you'll see there are critical differences.

- 1) What region do you best target?
- 2) What internationalization is required?
- 3) What search engines do you target?

As for most B2B market research, Google is a great place to start answering these questions. However, Google may not be your answer in some of the world's fast-changing markets.

Step 1. Try Google using regionally targeted measurement campaigns. Your company may already have international infrastructure that dictates the regions you can go, but if not, devise a regional ad campaign to test where click traffic is present for your offer. For B2B you can get a good feel using English language ads, but these results may not be indicative of CTR and conversion levels for your actual campaigns. Don't be myopic about China — there are many regions in the world that may be relevant for you. There are many thriving markets in Asia, Europe and South America and their priority will change over time.

Once you have initial regional targets in your sites, you need to determine how to get a conversion rate that has the ROI you seek. Two big factors in this are local language and medium.

Step 2. Try local languages at different conversion levels. If your target region is primarily non-English, then you should assume that searchers in that region rely on their local language search engine. Does this mean you need to translate your site into a local language? Maybe not. With B2B, many professionals conduct their business in English. However, you need to try and measure. There are four progressive levels where you must test local languages or English: keyword, ad copy, landing page, full site. Try local languages and see how far down the conversion funnel you need to go with local languages to reach your ROI goal. Obviously, you will need to modify your processes to include language translation skills.

Step 3. Try regional search engines. Google is not the only answer in international search markets. In addition to Google and the Google Content Network, a number of regional search engines are growing very rapidly. Each region has different cultures and your target market may be growing on a regional engine that understands their culture. Baidu.com (China) and Naver.com (South Korea) are two strong examples. According to comScore, these engines are in the top five of the world's search activity. Once again, your processes may need to change -- the ad models and ranking criteria of regional engines are different than Google. Additionally, running ads and viewing your ads will require local language skills.

The Internet has made the whole world smaller, and now you have the ability to reach out and conduct business internationally --regardless of the size of your company. But your search engine marketing skills need to be globalized to play the game.

Jeff Curie is the vice president of marketing at SupplyFrame. Previously, he was the chief strategist of identity management at IBM.

SEE THE ORIGINAL ARTICLE AND MEDIA POSTS :
http://blogs.mediapost.com/search_insider/?p=679#comments

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ethnicevents.com: 1.5 trillion reasons to participate

It's no secret that large companies want a piece of the U.S. multicultural consumer pie. With over \$1.5 trillion in buying power, why wouldn't they? Global Advertising Strategies is leading the charge with their new EthnicEvent.com website for marketers.

Today, companies don't simply incorporate ethnic faces in their marketing campaigns; they launch separate, culture-specific outreach initiatives for Hispanic Americans, Arab Americans, South Asians, as well as other immigrant groups in the United States. Print advertising continues to dominate most multicultural campaigns, but a lot of companies have turned to event marketing in order to raise awareness of their products and services. A recent survey from BigResearch found that from 2004 to 2006 event marketing remained the top vehicle for the best return on investment among multicultural marketers.

Ethnic events reinforce the sense of community, attracting large ethnic groups to a familiar atmosphere. Cultural holiday celebrations, festivals and parades, as well as concerts featuring well-known performers from their native countries offer a unique opportunity for marketers to strengthen their brand presence and provide the targeted consumer with the occasion to sample their products.

Finding events that are best for various brands and services has generally been time-consuming; however, it has just gotten easier. EthnicEvents.com, created by Global Advertising Strategies, is a first-ever database that allows marketing professional to be in touch with the organizer or the community leader behind every happening listed on the site.

To date, EthnicEvents.com's database boasts over 1,400 street festivals, parades, community conferences, ethnic concerts and performances, as well as business tradeshows throughout the United States. One example of an upcoming event are Chinese New Year celebrations, including San Francisco's Chinese New Year Parade which draws 700,000 spectators.

FOR INFORMATION ON ETHNICEVENTS.COM AND ALL OF ITS SERVICES, CONTACT: Luba Tolkachyov at luba@ethnicusa.com.



eurostar: connections or disconnectors?

Eurostar created much news this autumn as it celebrated the opening of its new London home at St. Pancras International. Because the central London station is served by a new high-speed rail line, it will make the journey from London to Paris or Brussels 20 minutes faster.

However, not only was the state-of-the-art station or the speedier service making news; so was the new Eurostar advertising that was built on humor and national stereotypes. A Belgian ad for the service showed a version of the Brussels statue, Manneken Pis, or perhaps a British football fan, urinating into a teacup. The image certainly caused uproar in the U.K. press with the Daily Mail calling the campaign "disgusting." According to a New York Times article on December 2, 2007, the Strategic Director of TWBA/Brussels, Bert Denis, said he was surprised the reaction. "To Belgians, London is seen as a place where people can express themselves freely, and the campaign was intended to reflect that."

Interestingly, Eurostar works with three different ad agencies in the three markets it serves: Fallon in London, Leg in Paris and TBWA in Brussels. (And each of these agencies is affiliated with a different holding group.) In the same New York Times story, Nicholas Mercer, Eurostar's commercial director said, "Strategically, what we are trying to do is the same in all three markets, but the way we express it in each country can vary different."

A French version of the new Eurostar ad showed a British policeman tearing off his uniform to streak across a football field. Certainly both the Belgians and the French connect many British images with football... and teacups.



performance (p^ər-fôr`m^əns) n.

1. The ability to perform.
2. The fulfillment of a claim, promise, or request.
3. The manner of reacting to stimuli.
4. The execution of an action: an accomplishment.

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GLOBETROTTERS

from the blackberry of deborah malone



This new 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

TONY'S SECOND ACT: WILDLIFE

► I first met **Tony Wight** in 1992 when he was U.S. President of Publicitas. We'd often meet for lunch at Les Halles in New York, and I came to know his lightning-speed ability to complete the New York *Times* crossword while waiting for lunch guests and his knack for creating and naming new cocktails, particularly the White House Martini... or was it the Wight House Martini? Tony had spent the early part of his career at various ad agencies and enjoyed a stint in Japan serving his client, JAL. He was also one of the few Americans I knew who could speak fluent Serbo-Croat. (*Email him to hear how he learned the language.*) During the last several years, he has worked closely with Larry Cohen of Northeast Media. And now he just announced that after 42 years in the ad business, he is retiring. Sadly, a medical situation has contributed to that decision.

"Lest anyone think that I am just going to sit around doing nothing," says Tony, "they should

come to the Teatown Lake Nature Preserve and Education Center." Tony has been a volunteer since 2004 at the center near his home, north of New York. He is both an enthusiastic nature guide and is involved in raptor care — work with eagles, falcons and hawks. Wildlife apparently has an affinity for Tony. Apparently, whenever he is discussing a particular animal or bird for a group, it magically appears.

Tony continues, "I will continue to work with the Nature Preserve as long as possible. It is the perfect thing for me at this point in my life." We all wish that he does this work for a very long time and stays in touch with his stories. The photo with his new raptor friend, Colden, certainly shows how Tony is happy in his new work; he sports the classic Tony grin.

CONTACT: arwight@aol.com

NICK'S CHRISTMAS SURPRISE

► **Nick Edgley** has always cut a dashing figure—running for international flights, buying drinks at the Savoy bar during IAA lunches, and always willing to break the uncomfortable silence to be the first to ask a question at a conference. Few in our community are as friendly, self-effacing or charming as Nick, and few are as passionate about international business. For many of us he had become a reliable fixture at the *Telegraph*. Perhaps he reminded us a bit too often that the *Telegraph* was the UK's best selling quality newspaper; however we saw his persona very much aligned

with the image of the newspaper.

Yet, he managed to surprise many of us recently by making a bold career move with a new start during Christmas week. After serving the *Telegraph* for more than 20 years, he took on the chief international advertising sales role at Associated Newspapers, best known for the UK's *Daily Mail*, *Mail on Sunday* and *Evening Standard*. According to the Mail's website, the daily paper has in excess of 6 million readers and dominates the middle market for national newspapers. Stay tuned, no doubt we will watch how Mr. Edgley will increase international advertising to this core UK demographic!

CONTACT: nick.edgley@assocnews.co.uk



NEW POSITIONS, NEW ITEMS

► Many knew **Mike Hewitt** from his long years at Haymarket, where he introduced Brand Republic, repositioned

Management Today as *MT*, and oversaw the launch of *World Business*. Mike has just accepted the position of CEO at GTNews, a dot.com, which he says "has a longer pedigree than most- 12 years, and it is well-funded and profitable." GT News was



bought in April by the US Association of Financial Professionals, whose aim is to grow by buying similar companies and by building its online sponsorship-and-advertising model with live events and webinars. Mike has not disappeared entirely from the world of print; you can see him at the FIPP conference in Berlin this March.

CONTACT:

mikeh@gtnews.com

► **Lloyd Emeka** has moved from Mindshare London to a smaller, independent media agency, also in London, called DWA, which specializes in

international media planning and buying for the global technology sector. DWA also spans the global time zones with offices in San Francisco and Sydney, so perhaps Lloyd will be making another continental shift. (His initial move was from his native Africa to the UK.) DWA's website lists 10 compelling reasons why tech advertisers should consider partnership with them. We'd like to add an 11th—DWA now has Lloyd.

CONTACT: lloyd@dwamedia.com

► **Claudia**

Guzowski has recently moved from Huson International Media in New York to the international sales team for the Wall Street Journal, also in New York. In fact, we are delighted to run a photo that shows her true business likeness. She has made quite a splash at the IAA Halloween parties during the last few years in fun costumes that had people guessing at her identity.

(Claudia as Axel Rose was the only photo of her in our archives... and we weren't completely sure it was her!) However, we have no doubt that anyone at Dow Jones will be guessing about Claudia's true identity. Given her business abilities, she will certainly make a terrific name for herself.

CONTACT: claudia.guzowski@dowjones.com



SPROULE COOL. Not only is Nissan's Simon Sproule talented, smart, a brilliant marketer, and one of our 2007 Internationalists of the Year, but he has also become quite a fashion sensation in Japan. With just the single-word headline of "Handsome," *GQ Japan* is one of several magazines that has showcased Simon's flair for elegance. The double-page spread pictured here itemizes his wardrobe details and personal affects—so that others might emulate the effect of "Sproule Cool." *Fortune* also devoted a "Road Warrior" piece to him this September — (just a page, though, not a spread). Although Simon doesn't fully discuss the results such coverage has had on his personal life, he does acknowledge that it makes being single in Tokyo very interesting and very busy.

CONTACT: s-sproule@mail.nissan.co.jp

► **Dan O'Brien** is well-known in this community for his long-time marketing position at Accenture and as a champion for international through his volunteer roles as President for the IAA's Mid-America Chapter as Director of Corporate Development at the IAA Worldwide. Now he has embarked on a new direction by starting his own company called **Brand Clariti** (pronounced as "brand clarity") at www.brandclariti.com. According to Dan, his new company "creates surprisingly clever marketing programs through a unique combination of cutting-edge technology, business strategy and customer insight."

"When we focus on a company's strategic business objectives, and apply our knowledge of marketing and technology, disarmingly simple yet powerful programs emerge. When we integrate these programs online and offline, awareness is magnified and sales increase exponentially. Measurable and creative, we deliver crystal clear results."

Dan certainly isn't rusty on copywriting! His new venture is just 10 weeks old, and he is already boasting two new clients... with quite a number of others in the works. **CONTACT:** danobrien@brandclariti.com



the case for self-regulation

Douglas Wood is a partner with Reed Smith LLP, New York, New York (www.reedsmith.com). He is General Counsel to the Association of National Advertiser, the Advertising Council, and the Advertising Research Foundation and is Founder and Chairman of the Global Advertising Lawyers Alliance (www.gala-marketlaw.com). Mr. Wood is author of *Please Be Advised, the Legal Reference Guide for the Advertising Executive*, published by the ANA, co-author of *Legal Problems in Advertising*, published by Matthew Bender & Co., and editor of the online advertising and marketing law newsletter, *Adlaw by Request* (www.adlawbyrequest.com). He can be reached at dwood@reedsmith.com.

The case for self-regulation is compelling. As the global market increasingly shrinks and countries like China become major consuming and producing economies, it's critical that the local marketplace regulation be responsive to both consumer protection and global competition, a balance that governments, mired in bureaucracy and politics, cannot adequately address. Success is best achieved if there is a true partnership between government regulation and self-regulation.

Whatever a government's regulatory budget and consumer protection staff size may be, policing large and rapidly growing economies alone is near impossible. Government must leverage its enforcement efforts through a partnership with industry.

Self-regulatory organizations – SRO's – are not a new idea. Most developed countries have independent and semi-independent organizations to oversee the local advertising community. Their primary

purpose is to insure that advertising is truthful and responsive to the sensitivities of the local market. Where such systems have been adopted, the commercial community has prospered and grown and government concerns have largely been alleviated.

Such a partnership is not about abdicating responsibility for government oversight. Government always reserves the right to step in if practices become unacceptable. In a properly structured self-regulatory system, government plays a pivotal role.

There are common themes in successful systems.

- ▶ A formal SRO recognized and endorsed by the government.
- ▶ The SRO must be proactive and address market concerns of government regulators, marketers, consumerists, and consumers.
- ▶ Procedures must respect due process and allow those involved the opportunity to fully participate and be heard. Participants must have the right to appeal the initial decisions of the SRO to an appellate body made up of advertising experts.
- ▶ Formalities common in courts should be avoided and controversies resolved quickly. Virtually all matters can be resolved by written submissions and informal meetings.
- ▶ An established and searchable database of proceedings is critical, including written

guidelines that address specific practices or specific industries.

- ▶ There must be unqualified support from the marketing community.
 - ▶ There must be at least qualified support from the government. "Qualified" because government authorities cannot be expected to blindly give support. Industry must gain that support by showing its ability to consistently provide active and effective self-regulation. Moreover, strong government intervention when a marketer refuses to comply with a self-regulatory decision is critical to supporting a system that will work.
 - ▶ SRO decisions must respect grassroots concerns of consumers in the local market. This is critical. While the concerns and needs of global marketers must receive strong support, such concerns and needs must strike a balance with local grassroots concerns.
 - ▶ All concerned must exercise restraint. Advertisers must exercise restraint and avoid engaging in overly aggressive marketing behavior. Likewise, government regulators must restrain from intruding into marketing practices, particularly those in their infancy. Markets must be allowed to experiment as technology matures.
- When all these factors are present, consumer interests are protected, government intrusion will substantially diminish, and economies will grow.

self-regulation by country

Country & Web address	Self-regulation works in my country because...	The best thing government can do to support self-regulation is...
Argentina www.conarp.org.ar	the main players and interested parties of the advertising business, namely advertisers, agencies and media owners have developed their own self regulatory mechanism, as well as accepted to be enforced by the same.	drafting appropriate legislation promoting those mechanisms in all areas of business.
Australia www.advertisingstandardsbureau.com.au	the players in the advertising industry support the self-regulation system financially (via levies) and by adhering to the determinations of the Advertising Standards Board. This includes the advertisers, the agencies and the media. Without this broad consensus the self-regulation system would not work.	to not be overly proscriptive with legislative restraints, thereby allowing the industry the freedom (and responsibility) to develop its own set of regulations within a broader legislative framework.
Belgium www.jep.be	it has the support of advertisers, agencies and media owners, the last of which provide the enforcement mechanism by refusing to publish or broadcast any advertisement which breaks the rules.	create a legal framework that provides an independently funded self-regulatory system under pinned by a back-stop government regulatory to deal with any advertiser that attempts to flout the system.
Bolivia	No regulation	No regulation
Brazil www.conar.org.br	CONAR the regulatory body is formed by people that are somehow related to the advertising industry. In addition to this, the Brazilian Advertising Self-Regulation Code is very complete as it was the result of a comprehensive and long study conducted by a group of broadcasters who, for more than one year, studied and searched ethics in advertising in Brazil and abroad.	to recognize the Brazilian Advertising Self-Regulation Code as a binding ruling so that the Courts would also have to apply such rules. This would avoid possible contradicting decisions at administrative and judicial levels. Notwithstanding this fact, it is important to mention that advertising challenges are rarely taken to Courts and usually resolved by CONAR in Brazil.
Canada www.adstandards.com	the vast majority of advertisers, agencies and the media exhibiting the advertising see the goals reflected in our Canadian Code of Advertising Standards as being worthy to uphold, not only as a matter of principle, but as a means to encourage consumer confidence in the advertising industry, and as a means of ensuring competitors are held to the same laudable standards.	to allow the self-regulatory bodies the latitude to develop and implement their codes, and only move to regulate the industry when and if necessary — and then in ways complementary to, and not contradictory to, the approach taken by Advertising Standards Canada, the Canadian Marketing Association, and other self-regulatory industry bodies.
Chile www.conar.cl	it's sort of effective damage control, big companies are happier with self - regulation.	to be quiet knowing that self regulatory bodies are taking care of the situation.
Costa Rica	No regulation	No regulation
Columbia ucep@etb.net.co	there is a will of the advertising sector (ANDA and UCEP) direct- to recognize the existence of a self-discipline system reducing the level of intervention in advertising regulation and control by	Colombian Government.
Ecuador	through this, specific standards of self-discipline have been obtained. These standards have been created by agencies that are dedicated to advertising business, which have been able to detect irregularities within the advertising field. Nevertheless, only the most prominent publicity agencies and the most renowned companies commit to these self-regulation principles. Other midrange and smaller agencies have made the success of self-regulation limited.	to make these ethical standards (that are established in the "Self-regulation Code") part of the laws and regulations of Ecuador, making them mandatory and subject to penalty. Furthermore, the government must collaborate in making these self-regulation standards known to all advertisers, media and consumers. Also, it could promote agencies to comply these rules by allowing them to participate or giving them priority in diffe
Finland www.keskuskauppamari.fi www.pif.fi www.ssml-fdma.fi	it is in line with statutory regulations but provides more detailed guidelines on how the business shall act in a particular situation	through active co-operation and communication strive to that the statutory regulations does not contradict self regulation and vice versa.
France http://www.bvp.org	– most ad agencies are members as well as major organizations such as the national association of TV advertising and the principal e-commerce trade association (FEVAD); – the governmental body in charge of supervising the entire audiovisual landscape, including all TV activity, the CSA, is in charge of reviewing all TV ads before they are broadcast. This clearance has been delegated by the CSA to the BVP.	to refrain from over-regulating and trusting the self regulatory body to issue the appropriate guidelines to organize the market in an acceptable way. The major advantage of this approach is to allow for a much more flexible framework that adjusts quickly to the society and the standards that people can live with - unlike the case with the legislator that operates at a slower pace and is at times behind the standards of society
Germany www.werberat.de	Germany has a considerable tradition in self-regulation in various industry sectors and (ii) German industry is not only used to self-regulation but also keen to expand self-regulation by creating regulatory rules and framework at its own discretion and in its own judgment rather than waiting for a situation in which Government or Parliament must interfere to impose regulatory rules to solve a problem (which might be more restrictive on the industry). In addition to detailed self-regulatory codes of conduct, the existing self-regulatory institutions have created their own rules of procedure to prosecute violations and to enforce rulings against association members or third parties (in the latter case via regular court actions).	to start public discussion of intended regulatory rulings (legislative or by government order). Businesses and their respective industry associations would promptly start thinking about creating their own self-regulatory codes of conduct and enforcement mechanics in order to render governmental or legislative interferences obsolete.

Self-regulation works Web address	Self-regulation works in my country because...	The best thing government can do to support self-regulation is...
<p>Greece www.edee.gr</p>	<p>it gains the support both of advertising agencies and media owners while EDEE is being recognized by the government as the most representative communication association. Since its establishment EDEE's operation is in full compliance with the rules of Greek Code of Advertisement. In 2003 EDEE established the Greek Council of Communication Control which is a member of the European Advertisement Standards Alliance.</p>	<p>to enhance its — already close — cooperation with the self-regulation system and to provide for a stable legal framework.</p>
<p>Guatemala www.ugap.com</p>	<p>it hasn't yet worked.</p>	<p>to (i) enforce current advertisement regulation; (ii) provide the appropriate legal framework to stimulate an independent self-regulatory system and providing a serious and strong government enforcing agency so that regulations are observed by all actors in the advertisement market.</p>
<p>Hungary www.mrsz.hu</p>	<p>the main players support it, they appreciate its contributions to the education and promotion of the prosperity of the industry, they comply with the resolutions adopted by self-regulatory bodies and want it to work.</p>	<p>to trust in self-regulation, to involve self-regulatory bodies in the drafting of legislation and to acknowledge the role of self-regulation when government or the Parliament adopt regulations.</p>
<p>Ireland www.asai.ie</p>	<p>the regulatory body is set up and financed by the advertising industry and has the full support of advertisers, agencies and the various media outlets.</p>	<p>is provide legislative support which recognizes voluntary codes of practice and allows the judiciary to have regard to codes such as the ASAI Code of Practice. In Ireland such recognition is provided for in the Consumer Protection Act, 2007.</p>
<p>Israel www.rashut2.org.il</p>	<p>the main players, i.e., the corporate bodies who advertise, benefit from it.</p>	<p>legislate clear legal framework.</p>
<p>Italy www.iap.it</p>	<p>it's been effectively in force for almost 40 years by now.</p>	<p>to leave it alone and work by itself; eventually, by transferring additional competence to the system and asking it to come up with specific provisions for Internet advertising, pharmaceutical advertising.</p>
<p>Korea www.karb.or.kr www.kiado.or.kr</p>	<p>the self-regulatory organizations conduct their reviews based on the relevant laws and regulations, such as the Fair Labeling and Advertising Act, and most advertising agencies and sponsors are in voluntary compliance with the recommendations of those organizations and regulations in order to avoid legal liabilities or social criticism. Meanwhile, for broadcasting advertisements (on television, radio, satellite broadcasting, etc.), the Korean Broadcasting Act prescribes that all broadcasting advertisements must obtain a prior review of the Korea Advertising Review Board, delegated by the Korean Broadcasting Commission.</p>	<p>to provide its cooperation and support to the above self-regulatory bodies in carrying out their projects, which include various researches (e.g., survey on the consumers' awareness of certain advertisements), as well as working with other relevant authorities or public organizations such as the Fair Trade Commission, the Korean Broadcasting Commission, the Korea Consumer Agency, etc.</p>
<p>Mexico www.conar.org.mx</p>	<p>it maintains a close relationship with legal authorities while homologating criteria.</p>	<p>to maintain communication with them and consider their resolutions for new cases.</p>
<p>Netherlands www.reclamecode.nl</p>	<p>it is fully supported by the industry, the advertising agencies and the media(print, TV, outdoor). The support of the media makes self regulation especially effective because of the fact that a decision by the Dutch self regulatory body will lead to a media stop.</p>	<p>to give a decision by the self-regulatory body the legal status of a verdict, like in case of arbitration. In all cases where a decision by the self-regulatory body is not followed up the company involved uses his own means of communication such as brochures for example banks, insurance companies, health and pharmaceutical industries and last but not least the government itself. In all such cases, now you can only go to the Civil Court and ask for an injunction.</p>
<p>New Zealand www.asa.co.nz</p>	<p>it is a simple cost effective way of promoting compliance and dealing with complaints which is supported by industry participants and encourages participation by members of the public.</p>	<p>to allow self regulatory bodies to operate as freely as possible within the applicable legal framework.</p>
<p>Nicaragua</p>	<p>No self-regulatory body, although private enterprises do play a role in self-regulating themselves. It shows the government regulators as well as consumers that private enterprises are acting in a very proactive manner.</p>	<p>to allow self-regulation to solve the problems, and only take action when self-regulation proves insufficient.</p>
<p>Norway www.konkurransetvalget.no</p>	<p>it is supported by all kinds of businessmen and organisations.</p>	<p>to make a legal framework which has been done especially through our Marketing Control Act of 1972.</p>
<p>Paraguay www.cerneco.com.py</p>	<p>business finds it a useful instrument to manage problems and at times provide alternatives to government regulation.</p>	<p>to make reference to self-regulation in the law.</p>

self-regulation by country

Self-regulation works

Web address

Poland

www.radareklamy.org/index.html

Self-regulation works in my country because...

the entities operating in various branches as well as the associations of advertisers assumed that the existing legal regulations are insufficient and undertook actions to create their own codes.

The best thing government can do to support self-regulation is...

to cooperate with institutions operating in various sectors and introduce a consumer information campaign.

Portugal

www.icap.pt

most of the players in the market (media, agencies and advertisers) have adhered to it and this allows for the self-regulatory body to uphold their decisions more easily.

to recognize the self-regulatory body as an alternative dispute resolution body and provide it with the necessary means so that it has powers to effectively solve disputes.

Singapore

www.case.org.sg/asas3.htm

both businesses and advertising agencies tend not to be particularly daring due to Asian conservatism or moderation in outlook. Some people would call this "Asian values". So this is reflected in advertisements. So there is generally less cause for complaints due to self-regulation on the part of businesses and advertising agencies whether or not they are aware of the ASAS guidelines called the SCAP (Singapore Code on Advertising Practice).

to create more public awareness of self-regulation and look into problems of lack of funding under the current set-up. Also look into developing the appeal process in those cases where ASAS has found the complaint to be valid as well as more sanction options.

South Africa

www.asasa.org.za

it is a faster and less expensive way to resolve disputes. The rules are also dynamic and in keeping with national and international trends;

if it has issues which it believes need addressing, to liaise with the relevant self-regulatory body to ensure that the body in question is able to assist and has got the necessary resources to do so. It should also check that the relevant self-regulatory body has not itself amended its rules to deal with the issue at hand. Essentially, co-operation and communication between government and self-regulatory bodies is essential.

Spain

www.autocontrol.es

it is composed of the main advertisers, agencies and media (TV, press, outdoor, radio, Internet) in Spain, as well as the main advertising industry associations.

to cooperate and provide the necessary statutory framework. Autocontrol has signed various agreements with relevant statutory authorities in order to set up cooperation schemes, in which advertising self-regulation cooperates with regulators by providing with a helpful additional complement to statutory mechanisms in place.

Sweden

...It doesn't. The industry budgets for penalties.

...abolish it.

Switzerland

www.lauterkeit.ch

it is efficient and prevents parties from long court proceedings and high cost.

to mention it as a reference of standards.

Turkey

<http://www.rok.org.tr/eng/mission.asp>

indirectly because apart the advertisers and agencies it has also the support of media owners, and these know that publishing ads contradicting the rules of ROK will most probably lead them to the punishments of the Advertising Board (a governmental institution working within the Ministry of Trade). Hence because the rules of the ROK are parallel to those the Consumer Protection Law and relative Advertising Regulations predict and the Advertising Board controls, they are indirectly respected.

to involve the Advertising Self-Regulatory Board to the actions and decisions of the Advertisement Board, in away to find a cooperation strategy between these two.

United Kingdom

www.asa.org.uk

it has the support of advertisers, agencies and media owners, the last of which provide the enforcement mechanism by refusing to publish or broadcast any advertisement which breaks the rules.

create a legal framework that provides an independently funded self-regulatory system under pinned by a back-stop government regulatory to deal with any advertiser that attempts to flout the system.

United States of America

www.narcpartners.org

it has wide support from the advertising community and enjoys the respect of government authorities as one of the best models of self-regulation in the United States business community. The staff of the self-regulatory body is dedicated and professional and work closely with advertisers to assure a balanced approach to the decision making process.

to remain deferential to the process and allow self-regulation to grow rather than prematurely enacting laws and regulations supported only by anecdotal evidence. Government can also help by taking aggressive action against any companies that refuse to participate in the self-regulatory process or disregard decision of the self-regulatory body after being given the opportunity to participate.

Venezuela

<http://www.andaven.org/nuevo/Comitetica.asp>

it is an effective mean for avoiding public exposure of the advertisers and/or advertising agencies in eventual litigations or administrative procedures, since it is a confidential and private process.

refrain from issuing regulations related to advertising activity, as has been the trend in recent times.

GALA, or the Global Advertising Lawyers's Association, is an alliance of lawyers located throughout the world with expertise and experience in advertising, marketing and promotion law. www.gala-marketlaw.com

prophets of boom

A truly internationalist marketer must become a radical change agent in his or her company — arguing the facts and helping steer strategy toward where the world is so “inexorably” headed.

Among many other things, marketing is, of course, about keeping in mind the size and purchasing power of your target markets and the context in which those markets operate. Accordingly, here are 10 facts and 10 ideas a truly “internationalist” marketer might want to keep in mind during these next early years of the 21st Century:



10 FACTS TO PONDER (over and over again):

1. The world's population in 2007 is about 6.6 billion, and expected to hit 9.1 billion by 2050.
2. Almost all population growth will occur in the developing world, by contrast to today's most developed countries, where in most regions population will remain unchanged.
3. Even if you do not count the population growth in the 50 least developed countries, the population of the rest of the developing world is expected to rise from 4.5 billion to 6.1 billion between 2005 and 2050.
4. The population of 51 countries or areas, including Germany, Italy, Japan and most of the successor States of the former Soviet Union, is expected to be lower in 2050 than in 2005.
5. The elderly population in developed countries has already surpassed the number of children (age 0-14) and by 2050 there will be two elderly persons

for every child. In the developing world, the proportion of the population aged 60 or over is expected to rise from 8 per cent in 2005 to close to 20 per cent by 2050.

6. For the first time in history, 50% of the world's population lives in urban areas, with the world's urban population at least doubling again, if trends continue, by 2050. There are already 22 mega-cities in the world, with populations over 10 million. There are now 411 cities with populations over 1 million.
7. By 2050, the so-called E7 “emerging” economies (China, India, Brazil, Russia, Mexico, Indonesia, and Turkey) are estimated to be between 25%-75% larger than the combined economies of today's developed leaders, the G7 economies (US, Japan, UK, Germany, France, Italy, and Canada).
8. By 2050, per capita income in China is estimated to already have reached half the U.S. level — with a market size 3.4 times the size that of the US.
9. India already has a “consuming class” (owning products such as TVs, scooters, and increasingly computers, etc.) market size estimated at between 300 million and 450 million, with that number set to continue to grow rapidly.

10. Already, over 50% of Internet users are NOT based in North America or Europe, and yet 80% of the world's population is still not yet online.

So what does this mean? The world is changing SIGNIFICANTLY. Never before have we simultaneously encountered a shift in the locations of the people and business who buy products and services, a shift in how much they have to spend, and shift in their stages of life. A truly “internationalist” marketer must not only be reaching out to new markets and new populations in previously under-appreciated parts of the globe. A truly “internationalist” marketer must be re-tooling the entire marketing strategy and arguing to their colleagues that anything short of re-structuring the company in a radical way for the radically different world to come is cowardly surrender and oblivious denial in the face of an onslaught of reality. But wait, there's more to think about...

10 IDEAS TO PONDER (if you wish):

1. Consumers (individual or business) who share similar tastes/needs are increasingly likely to exist irrespective of national borders. These are the

new nations, the new global tribes. Luxury brands have long understood the trend to which others will now have to fully adapt.

2. Global companies have the opportunity, through the technologies of corporate intranets, video-conferencing, (and relatively soon, immersive virtual reality), to much more easily share marketing knowledge across borders and markets, with key marketers sharing best-practice techniques and strategies more quickly and more intensively than ever possible before.
3. All of the global population estimates are based upon the idea that there is not dramatic increase in the human life-span this century. If any century portends possibilities to defeat death (or at least defeat chronic disease and to slow down the aging process), the 21st century, with all of the medical innovations occurring at the moment, is it.
4. The history of energy innovation has shown that usually the next great energy source has not been a key source in the preceding era and has usually come about during a massive upturn in energy demand and usually presages an even bigger jump in economic growth as a new cheap source becomes widely available. Oil took off out of the blue from the mid-19th century on. It may not be the current crop of renewables (solar, wind, geothermal, etc.) that will replace it. And, although we cannot guarantee it, clean-tech energy innovations that change the economic story this century are likely on the way.
5. Advances in information technology and computing power make conceivable, if not guaranteed, that some form of artificial intelligence will come into being in the next few decades — able to evaluate situations, make recommendations, and, even, create new, innovative solutions and strategies that no one (no human) has ever thought of before... or perhaps

would be capable of thinking.

6. Major environmental changes due to global warming (including some changes not yet predicted or even predictable) will affect the global economy greatly. Just as one example, roughly one in 10 people in the world (over 600 million) live in coastal zones 30 feet or less above sea-level — with the 10 countries with the most people likely to be effected including China, India, Japan, and the US. The melting of Greenland's ice sheet alone (albeit not currently predicted to happen immediately) would itself contribute an estimated global sea-level rise of 23 feet.
7. Consumers all over the world are increasingly sophisticated and concerned about the social and environmental implications of their actions and the actions of those who businesses they support. It is not hard to conceive that, over time, their concern and sophistication as it ratchets up and as it becomes completely mainstreamed will leave not one industry and not one company untouched.
8. Consumers are evolving into so-called prosumers, both consuming and creating value at the same time. More than 50% of U.S. 21 year-olds have already created content on the web. And, the evolving technology is only going to make full participation by people in personalizing, designing, interacting that much more attractive and easier.
9. The “culture wars” are not over. Obviously on a global scale we have an ongoing clash of civilizations, particularly with the Islamic world and the West... but the fundamentals underlying various nation's domestic battles (particularly religious vs. secular, or “melting pot” vs. “mosaic”) over the long-term show no sign of abating.
10. Prognosticators are usually (or at least very often) wrong about their

specific predictions, but often right about the nature and scale of the coming change.

I hope the 10 facts and 10 ideas listed above at least got readers thinking about how the only prediction safe to make at this moment is that big — very big — changes are coming our way. For companies to focus on doing the same-old-thing because it has worked in recent decades is a mistake of (probably) epic proportions. There is not one area in which game-changing forces are not at work. Whether it is dramatically shifting and expanding markets, or dramatically shifting contexts in which those markets have operated, or the injection of truly disruptive technological innovations, if you are an “Internationalist” marketer and you are not seeking to move your organization — dragging it, kicking and screaming, if necessary — into the new transformative era now unfolding, then you are simply not doing your job. At a period such as our own with so much in flux, if you are not an agent of change and a prophet of boom, then you are an agent of denial and a professional purveyor of wishful thinking.

James P. Clark is founding chairman of the World Technology Network (www.wtn.net), a global association of over 1,000 of the peer-nominated, peer-elected most innovative people in science and technology and related fields elected annually through the World Technology Awards. He also runs Cogito Strategy (www.cogitstrategy.com), a consulting firm focused on co-creating innovative solutions for and with businesses, non-profits, and philanthropists.

The current main theme of his work and subject of his most recent presentations is “How the 21st Century will be Different than the 20th and How it Won't (and How We Think About the Future and How We Don't)”.

Contact James P. Clark at
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LETTER FROM

London

Allyson Stewart-Allen is recognized as the world's leading authority on trans-Atlantic business, international marketing and working across business cultures. As founder of International Marketing Partners, Allyson Stewart-Allen advises a number of national government agencies and Fortune 100 companies. She is an American based in London and Los Angeles, a member of the Advisory Board of the New York-based organization Business for Diplomatic Action (BDA), and a recently selected judge for the UK's 2005 International Business Awards. Co-author of the first book on U.S. business (*Working with Americans*, Prentice Hall), Allyson Stewart-Allen is a regular contributor to the international business media, including CNN, BBC, USA Today, Newsweek, Business Week, Les Echos, Bloomberg, Financial Times, Sky News, Wall Street Journal, Marketing magazine as well as the major daily newspapers.

What's behind the American obsession with convenience, with ever wackier gadgets aiming to improve our quality of life while exploiting our trust in any new product that demonstrates Darwinian evolution? The US is the marketer's fantasy filled with open-minded consumers and money to spare.

I was prompted to ponder this convenience fixation while reading a recent article about some recent inventions which could only thrive in a place where consumers embrace the newfangled, the time- and calorie-saving, the "wish I'd thought of that" device. Ah, America!

Portion of this column have previously appeared in the U.K.'s "Market Leader."

Isn't it time you bought a spaghetti-twirling fork?

One of the earliest such gadgets was Thomas Jefferson's automatic double door from 1804, which swings open both doors when pulling just one. A harbinger of the era of ultra-convenience that modern Americans expect as a worldwide standard, subsequent innovators include the companies who created the robotic floor cleaners including the *Dirt Dog*, *Scooba* and *Roomba* which led to the concept of the robotic lawn mowers made by *Robomow*. Of course, robot technology has been greatly improved since the early versions thanks to the Japanese, who now market life-size bots to Americans that can do the most mundane household chores so you don't have to.

When it comes to devices for food, no one creates gadgets like Americans. Take for instance Marky Sparky's *Spinmallow*, a stainless-steel telescopic skewer that can rotate your marshmallows at 92 rpm to ensure your confection is perfectly charred the way it used to be at summer camp. Almost as compelling is Four Leaf Clever Inc.'s *Motor-Powered Self-Twirling Spaghetti Fork*, selling over 100,000 units per year since first launched in 2005. Definitely something to pop into your handbag, ladies, before your next visit to Wagamama.

Let's not forget the device you'll need once you finish those noodles — the *Motorized Ice Cream Cone*. This essential device created in Seattle in 1999 rotates your Ben & Jerry's at that scientific speed of 15 rpm so you don't risk wrist strains or worse while indulging in your favorite dessert. Other convenient food inventions include the *Space Food Sticks* of the 1960's, a pre-rolled cylinder of sweetened grit in a foil-lined wrapper about the size

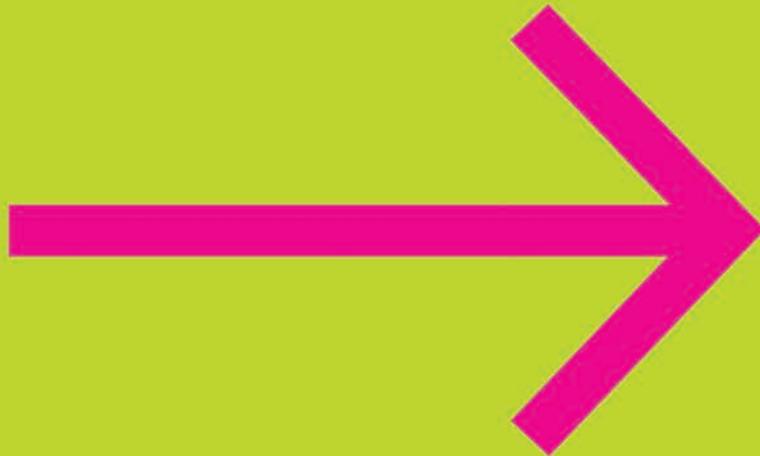
of a large pencil, totally eliminating the time you'd otherwise waste eating!

One time-saving tool many Americans cherish is *The Clapper*, created by Joseph Enterprises in San Francisco. This sensor plugs into your wall socket into which you can plug your lamp, your microwave, your TV... just about anything. With a single burst of clapping, you can turn your lamp on and off, easy as that. Once embedded in your favorite recliner chair, why leave this comfortable womb to walk over to a wall to turn on or off the light switch? This way, you can still be in control without expending a single calorie. You can even stay seated while you put Rex on his *Dog Walker* or *Pawwwws Pet treadmill*, or let him pull you along on his *Dog-Powered Scooter* created by Mark Schuette of Bend, Oregon?

Other convenient and money-saving American inventions include the 3-legged pantyhose, handy for those stressful moments when you've laddered only one leg of your tights and luckily have that spare leg discretely tucked away in the panty which you can unfurl at a moment's notice. Which stress is enough to drive you to smoke, so you'll need your *Smoker's Hat* when you join your work colleagues forced onto the pavement for a quick fix. This battery-powered hat sucks, filters, deodorizes and ionizes the smoke while spraying fresh scent near the exhaust fan before it's expelled. The revolutionary design feature is a cigarette clip mounted inside the visor that dangles your cigarette in front of your lips, leaving your hands free to do other things, like hold the motorized ice cream cone. The clincher is the built-in cigarette pack holders and handy tinted visor (color: smoke).

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Congratulations to the 2007

Fifteen international marketing executives have been named Internationalists of the Year by *inter national ist* magazine.

This year marks *inter national ist*'s fourth annual profile section that honors those international marketers who are truly the people behind the year's outstanding marketing achievements. Despite the variety of fields they represent and their diversity of location, all take the role of international brand champion to heart. Without their extraordinary efforts, many multinational programs simply would not work.

The naming of the Internationalists of the Year never fails to reveal interesting trends. Without question, issues of social responsibility are now becoming a more important factor in innovative marketing thinking. Several of our Internationalists have shaped a worldwide image with a budget that was once considered too limited to make an appropriate impact. This is an extraordinary feat in a world that sometimes seems less "flat," or at least more daunting, everyday.

Others championed a region or new markets, coordinated global teams, or were advocates of international projects that simply would not have happened without their energy and perseverance. Many of these brand leaders recognize that a platform for connecting with customers must be built into their marketing plan. They understand that it is essential to move from static brand communications to engaging customers if one is to demonstrate a measurable return on marketing investment.

Of course, without exception, there was terrific creative work, relevant local adaptations, and great use of all types of media. The internet, of course, continues to play a larger role in their creation of greater customer participation and improved marketing efficiencies.

Highlighting the people and ideas behind today's successful cross-border campaigns and breakthrough accomplishments is at the heart of *inter national ist*'s mission. All of these Internationalists have been nominated by their industry colleagues for their work in 2007. Final selections were made by the *inter national ist* advisory board and editorial team. These men and women join 37 other individuals named in 2006, 2005 and 2004.

Congratulations to the 2007 Internationalists of the Year, the individuals who are truly the brains behind the marketing of today's international brands.

Internationalists of the Year!

INTERNATIONALISTS OF THE YEAR
2007
 AT A GLANCE



Dr. Greg Allgood
 PÜR® Procter & Gamble
 Cincinnati, Ohio

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Joe Clift
 Visa Europe
 London, U.K.

27



Amy Lou
 HTC
 London, U.K. &
 Taoyuan, Taiwan

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Dierdre Bigley
 IBM
 Armonk, New York

25



Javier Diez-Aguirre
 Genworth Financial
 London, U.K.

28



Tersea Poggenpohl
 Accenture
 Chicago, Illinois

29



Susan Bradley
 Boeing Commercial
 Airplanes
 Seattle, WA

30



Paul Greenberg
 NYC & Co.
 New York, New York

27



Mark Reeves
 Star Alliance
 London, U.K.

26



Marcus Casey
 Lufthansa
 Cologne, Germany
 & East Meadow,
 New York

22



Daniel Guzman
 Dell
 Panama City, Panama

24



Simon Sproule
 Nissan
 Tokyo, Japan

26



Ted Chung
 Hyundai Card Company, Ltd.
 Seoul, Korea

30



Yisell Hernandez
 Genius, KYE Systems Corp.
 Miami, Florida & Taipei,
 Taiwan

29



Grace Villamayor
 Hertz International
 Miami, Florida

28



MARCUS CASEY

*Director of Marketing and Customer Relations, North America
Lufthansa, Cologne, Germany & East Meadow, New York*

Marcus Casey is breaking new ground. Due to his work in North America, Lufthansa's most important foreign market, with the WeFlyHome® program, he can declare, "No other airline brand in the world has been able to launch a product and marketing campaign that is customized to 21 different multicultural markets in the USA."

Lufthansa is one of the world's leading international carriers. "Therefore," according to Casey, "our marketing activities have always been directed towards attracting an international audience. Multicultural consumers have been at the core of the out-bound travel in the USA, mostly flying to their countries of origin. We knew the trend and decided to launch a program called WeFlyHome® that would assist foreign-born Americans to conveniently book their international travel at competitive fares."

The WeFlyHome.com website was created to provide attractive fares from 17 destinations in the United States to over 21 countries in Eastern and Central Europe, Middle East, South East Asia and Africa. Working with their agency, Global Advertising Strategies, Lufthansa was able to successfully market WeFlyHome.com to multicultural communities in the USA achieving unprecedented growth in ticket sales with triple or quadruple-digit increases each year since 2005 when the website was launched.

Marcus Casey did not see this unprecedented step as a risk. "We consider every action as an opportunity to grow our brand in the hearts and minds of international consumers. Nowadays, the world has become a cohesive global marketplace, and the better we understand it, the more tailor-made campaigns we can produce which reward us with a competitive edge."

Yet, he admits there are always challenges when marketing multi-nationally today, and according to Casey, most involve the old adage of "Think Global, Act Local." Certainly, the ability to adapt messages to local standards is very important, but not always easy. In addition, the ability to maintain a strong unified image of Lufthansa is crucial. To preserve that brand value, the company follows strict guidelines and rules in every ad.

Marcus Casey describes himself as a true internationalist: "I like everything related to different cultures, people, traditions, and business styles. I think the ability to understand people who come from different backgrounds is the quality that every executive needs to have." He continues, "Marketing to international audiences is even more fascinating, because not only you need to understand different cultures, you must be able to feel them. Only then, the marketing campaign you produce could trigger purchasing behavior in Asia, Africa, Middle East, and America. This is a combination of art and science and I am proud to be a part of the company that understands and cherishes that." **CONTACT: marcus.casey@dlh.de**



AMY LOU

EMEA Marketing Manager, HTC, London & Taoyuan, Taiwan

Amy Lou's role at HTC is not for the faint of heart. She is achieving what many would find daunting, if not impossible. Amy Lou is taking a niche brand, best known to either mobile professionals or the truly tech savvy, and making it mainstream by competing in the same arena as Nokia, RIM's BlackBerry™ and Apple's iPhone. And she's doing it with a much smaller budget.

Amy Lou also has little difficulty crossing borders. Originally from Shanghai, she works for Taiwan-based HTC, and lives mostly in London now when not on a plane. When asked if there are any challenges as a Chinese national working for a Taiwanese company, her response was, "Challenges? I'm just so happy to be able to speak Mandarin more often! We are a global company and welcome talent from everywhere."

Just one year ago, Amy Lou started at HTC, or High Tech Computer Corporation, manufacturer and marketer of state-of-the-art Smartphones and innovative PDA-Phone devices. Founded in 1997, HTC is best known for its Research & Development capabilities and for its creation of state-of-the-art Smartphones for mobile operators and distributors in Europe, the US, and Asia. The products are available as HTC-branded devices, as well as individually-customized PDA-Phones for operator and device partners, like Orange.

HTC is now one of the fastest growing companies in the mobile device market, and Amy Lou's assignment in July was to launch the HTC Touch Smartphone, which uses their patented TouchFLO™ Technology with an easy-to-use touch screen and user interface that many now compare to the Apple i-phone. She is quick to point out that HTC was the first company to officially launch a touch-screen product.

Amy Lou recognizes her challenges. "All of the big players are so well established that we had to differentiate ourselves by building a distinctive brand personality and image while facing the reality that we couldn't match them on ad spending." Most creative in the telephony field is device-centric; however, HTC intended to create emotional resonance with the consumer. The Touch campaign theme of "Remember Your First Touch" is accompanied by highly-visual black and white photography designed to work across markets globally. The stylish and smart brand attributes communicate with an aspirational and sophisticated consumer target.

Much of the media strategy is focused on reaching consumers on the go, and then encouraging them to interact online. Amy Lou, working with Just Media, came up with bus wraps in the Netherlands and France, Tram Wraps in Italy, and T-shaped bus units for London's double-deckers. HTC also included high-impact outdoor sites in key European capital cities, such as Moscow, Barcelona, Warsaw and Paris.

So has the program worked? Amy Lou proudly states, "We have doubled all HTC sales in Europe and we should sell more than 1 million units in just 6 months. That exceeds our target." **CONTACT: Amy_Lou@htc.com**

INTERNATIONALISTS
OF THE YEAR
2006



Kevin Brown
Digi-Key
U.S.



Nancy Bhagat
Intel Corp.
U.S.



Ian MacFarlane
Tourism Australia
AUSTRALIA

Anja Herb
BASF
GERMANY



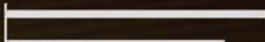
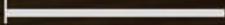
Rafael Gomez
Citgo
VENEZUELA

YOMIURI

the Japanese art of communication

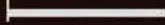
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(Combined Total of Morning and Evening Editions)

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YOMIURI  39.4%
ASAHI  23.9%

Sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report," average of Jul.-Dec. 2006 / J-READ 2006 (Data from Tokyo, Kanagawa, Saitama, Chiba, Ibaraki, Tochigi, Gunma, Shizuoka and Yamanashi prefectures)

YOMIURI Honored at Cannes! Tsuneo WATANABE, Chairman and Editor-in-Chief of The Yomiuri Shimbun Holdings, has been named CANNES MEDIA PERSON OF THE YEAR at the 2007 Cannes Lions International Festival. Watanabe is the first person in Asia to receive the award.

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Dell's Daniel Guzman recognizes the marketing challenges for a region as diverse as Latin America. Even a word as basic as "computer" varies throughout Central and South America. Depending on country of origin, it can be a feminine or a masculine noun, which creates havoc in pan-regional messages for Inspiron notebooks or Vostro business systems

Guzman is responsible for the strategic planning for the region, as well as for all product advertising. Dell in Latin American is standardizing its offerings so that all brands will have the same look and feel in Mexico or Colombia as they do in the U.S. or the rest of the world. Yet, given the differences among national markets in key factors like computer ownership and allowable legal variations for product promotions, there is no single, foolproof way to communicate to the entire region.

Even Dell's regional Panama headquarters seems to strive for neutrality. Strategically chosen five years ago, it has proven to be an economically stable and geographically well-connected hub. It now houses regional HR and financial operations, marketing, procurement and tech

support—including helpline call centers that serve Canada to Chile in English, Spanish and Portuguese.

Although now a resident of Panama, Daniel Guzman's background reflects the cross-border nature of the region. His parents are from Seville, Spain; he grew up principally in Venezuela, but received his MBA degree from the University of Texas at Austin. (His undergraduate degree is in Chemical Engineering from Universidad Metropolitana in Caracas, Venezuela.)

Despite the complexity of Central and South America, Guzman sees his primary role as that of brand champion and talks about it as "complicated, but not impossible." This means consolidating activities so he can provide customers with a clearer idea of what Dell offers through a simple, but well-focused, message. He is looking forward to seeing how the newly announced WPP "DaVinci" integrated partnership with Dell (valued at \$4.5 billion in agency billings over the first three years) will benefit the customers in his region. "Certainly Latin



DANIEL GUZMAN

*Marketing Manager — Latin America, Dell
Panama City, Panama*

America requires both the 'art and science' of Da Vinci to make things happen," say Guzman.

He uses pan-regional television networks with local feeds like Sony, Warner, Universal, and MTV to reach young consumers for Inspiron with messages that drive them online. For other targets groups and products lines like Vostro, he opts for newspapers and magazines that are more national in nature.

"I love computers and all new things electronic. Perhaps I am a geek, but my love for Latin America is just as great. The region is so interesting now. It is growing dramatically, because of first-time access to technologies that can touch so many people's lives by improving the education of their children and providing more access to information than ever before." Daniel Guzman continues, "Dell has a bright future. And the company will only become more international."

CONTACT: daniel_guzman@dell.com



Urban Fjellestad
Ericsson
SWEDEN



Giorgio Guidotti
Max Mara
Fashion Group
ITALY



Lloyd Mathias
Motorola India
INDIA



Kit Haines-Bornheimer
THEN: AT&T
NOW: DECLINED RELOCATION



Helen Clark
Chevron
U.S.



Steve Wheeler
Emirates Airlines
UNITED ARAB
EMIRATES

"I watch Visionaries and I see how people test all boundaries and harbour incredulous obsessions. I see that in myself, and that feeling is simply grand."

Tandi Olobia is an economic consultant in Nigeria. Educated abroad, the opportunity to make a life outside of Africa presented itself, and to her surprise she showed it the door. She now has a home, a family and an unwavering desire to make Africa more than just a couple of news headlines. She enjoys the focus BBC World places on her part of the world.

For a complete statistical breakdown of this world-shaping audience visit bbcworldinternationalist.com

BBC World is a trademark of the British Broadcasting Corporation (BBC) 1994. Designation and dates are based on reviews and comments collected from viewer responses. Character profiles are not intended to be predictive. BBC World views and the images are those of models.



DEIRDRE BIGLEY

VP Global Advertising — Brand & Product Groups, IBM, Armonk, New York

Deirdre Bigley has changed the way we now think of advertising, and the way we now think about IBM. She clearly understood that as a multinational advertiser, IBM must wrestle with how to break through in a world of media fragmentation. And as a leading technology company, she also knew that IBM had to embrace many of the new media options.

Bigley explains, "We stepped back from the media frenzy and the zeal over generating a proper ROI in an effort to get to the core of communicating our best brand attributes. In the process, we realized that as a marketer, we'd forgotten how to tell a good story — the kind of story that is compelling enough to engage any one of us for a few minutes in the midst of our busy lives. Of course, the IBM value proposition and a message about why people should care about the company are embedded in the story."

So how did this change the evolution of our business? "Marketers now must produce interesting, compelling content," says Bigley. "And content is no longer the exclusive domain of the media owners. A marketer has to create this content, not just once, but on a regular cadence. We must become content builders. This means dramatically changing the way any marketer produces creative. In the past, an advertiser created a TV spot or a banner ad; the type of medium determined the creative execution. Content simply comes first now."

For Deirdre Bigley, a marketing director now needs to become a "brand journalist" who determines which are the good stories to tell. Then, the possibilities for how to use these stories are endless. She believes that one is able to overcome much of the debate about media fragmentation by simply editing one's brand content for the web, for the latest mobile device, for presentation at an event, or for television. It also causes the brand to look for partnerships with the media.

"A great story is something that will catch an individual's attention while cruising the channels or turning pages. For IBM, it is often a mini documentary. And it is compelling enough to make you pause to listen and learn something interesting. What is most radical for marketers is that THE BRAND IS NOT SHOWN in these vignettes. However, the IBM ethos is woven throughout as part of the solutions presented."

According to Bigley, "The values of a good story come first and are paramount to the success of this of brand content." And Deirdre Bigley should know; she perfected this new means of marketing. **CONTACT: dbigley@us.ibm.com**



David Spurlock
Eos Airlines
U.S.



Jennifer White
Freescale
Semiconductor
U.S.



Patrick Heiniger
Rolex
SWITZERLAND



Eikoh Harada
McDonald's Japan
JAPAN

"As a long time professional diver, I've witnessed the effects of global warming for quite some time. I watch BBC world for the facts that echo what I've been saying for years."

Steve Bloch has been a cocktail waiter in Hong Kong, a chef in Sweden, a hotel manager in Thailand, a gym instructor in New Zealand, a cattle driver in Australia, and currently runs his own scuba diving service off Tobago in the West Indies. His home country of England is a thousand and one stories away, but BBC World is a link he says he'll never let go of.

For a complete statistical breakdown of this world-shaping audience visit bbcworldinternationalist.com





MARK REEVES

Manager-Marketing Communications
Star Alliance
 London, U.K.

Mark Reeves is quick to note that Star Alliance, the oldest and largest airline partnership, is now just 10 years young. As tenth anniversary plans were unfolding, Reeves was presented with a challenge: reposition the meaning of an airline alliance to international business people. Brand tracking research showed that Star Alliance was certainly well-known, and the airline alliance category, although a relatively new concept, was firmly established in the minds of frequent travelers. Despite the high familiarity with the category and its various partnership offerings, those travelers surveyed did not show strong preference for any one airline alliance over another. Mark Reeves' job was to figure out how to overcome the indifference.

It became clear to Star Alliance that an emotional shift had to be made in the brand positioning. An effective airline alliance needed to evolve from providing flight connections to affording personal business connections and underscoring the benefits of meeting face-to-face. Reeves worked quickly with newly-hired DDB Worldwide, as well as Mediaedge:cia. He now refers to the experience as "a baptism by fire."

Using the new 10th anniversary tagline of "The Way the Earth Connects," a three-pronged approach was established to increase preference for Star Alliance. The elements included a tie with CNN's Business Traveller Reports with Richard Quest, a global competition for an all expenses paid around-the-world luxury experience, and a tour of an interactive mobile exhibition in airports to help customers connect with 10th anniversary programs. After just a few months, unaided awareness increased on average by 30% in the four markets Star Alliance targeted as essential to their image—the U.K., Japan, the U.S. and China.

Mark Reeves clearly enjoys the challenge of his role at Star Alliance. He says, "An alliance is a grouping of airlines, not a specific product or service. It's challenging to establish the needs of an alliance in the mind of the carriers, as well as the customers. It's exciting to deliver on creating an emotional preference for this kind of brand."

A native of Auckland, New Zealand, Mark Reeves made the transition from agency to marketer side of the business four years ago and has been living in the U.K. for the past eight. At times he is nostalgic for New Zealand, especially barbecuing on his terrace. However, living in the London, the hub for global advertising, isn't bad compensation!"

CONTACT: mark.reeves@staralliance.com

SIMON SPROULE

Corporate Vice President of Global
Communications
Nissan Motor Company
 Tokyo, Japan



Simon Sproule is not shy about articulating or implementing his well-thought-out views on today's new challenges in global communications. He has been an advocate at Nissan for combining two key functions: Integrated Brand Communications and Global Corporate Communications. Already he can demonstrate how the combination of the two disciplines has benefited the auto giant through greater flexibility across platforms.

Certainly, the company's new position on Corporate Social Responsibility is an outgrowth of the merged departments. Sproule is very clear that the Nissan brand should be integrated into all CSR activities. "We make things," says Sproule. "We do not simply give away money. This philosophy will result in a better product for the consumer. Today, every touch point with our consumer — even the charitable ones — needs to be carefully considered and every investment we make needs to be responsibly managed."

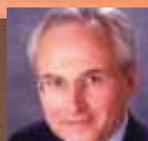
The launch of the GT-R supercar can also be cited as another benefit to combined communications departments. The launch was carried out solely through PR, word of mouth and interactive. Such a radically different media mix was a first for Nissan anywhere in the world, and orders for the car in Japan are already sold out for next four months.

"Champion" is a description that immediately comes to mind when listening to Simon Sproule discuss his role at Nissan. "I have a passion for the company and want to tell the most compelling story. In any business, you have to strike a balance between achieving short-term profit and sales commitments and at the same time, building the image of the brand to keep the upper parts of the purchase funnel full of interested consumers. If you look at the world's most valuable brands, they achieve a very good balance between communicating the immediate benefits of their products or services, and telling consumers why the brand or company should be trusted for the long term."

Yet, Sproule also recognizes the challenges of global reach as Nissan sells products in over 190 of the world's markets. "The change is now we have more of the same products being sold in multiple markets in combination with an information universe that allows consumers from one market to see everything that happens across the other side of the world. Our breakthrough over the coming years will be building more globally consistent communication platforms for vehicles but with the flexibility to have local markets adapt. This is not new for many companies, but represents a paradigm shift for Nissan."

Simon Sproule was born and raised in the U.K. and has a Geography degree from London University, which he claims helps with his international life. He has lived in all the world's cities that are associated with marketing or with cars: London, Detroit, New York, Los Angeles and Tokyo.

CONTACT: s-sproule@mail.nissan.co.jp



Tom O'Toole
 HYATT



Yvonne Johnston
 MARKETING COUNCIL OF
 SOUTH AFRICA



Tony Fernandes
 AIR ASIA



Judy Hu
 GE



PAUL GREENBERG

Vice President Media Services
NYC & Co.
New York, New York

Paul Greenberg is a risk taker. He and the team at NYC & Company have a mandate from Mayor Bloomberg and City Hall to attain 50 million visitors by the year 2015. At the end of 2006, the numbers were close to 44 million, so they had to strategically meet an aggressive target in a short period of time. Among those 44 million visitors, 7 million are Internationals, and given the current low dollar conversion rate to sterling and the euro, Greenberg worked to maximize the visitor potential by specifically messaging the "This Is New York" campaign to visitors in U.K., Ireland and Spain with dedicated national communications programs. He explains, "The campaign consisted mostly of TV, Online, Out of Home and Print in specific markets. The effort commenced in October 2007, marking the first time that NYC had outreached and marketed ourselves to the world."

There is no question that the U.S. is not universally popular around the world at this moment in time, and International tourism to U.S. as a whole has declined. However, New York has countered the trend with international tourism growing steadily since 2003. "We believe our messaging helps to showcase NYC as a welcoming U.S. destination," says Greenberg.

Problems still exist, however. Some potential international visitors are reluctant to come to the U.S. due increased visa fees, excessive processing time, and more stringent Homeland Security rules. Greenberg continues, "While we need to be mindful of security, we also need to do more on a national level to make international visitors feel welcome in our country. A visit to our shores does wonders in changing perceptions for the better. Therefore, we feel it is pretty assertive of us to encourage visitors to come to NYC despite all of the hurdles to get here."

While Paul Greenberg admits that he would like to say the campaign is as complex as rocket science, it is in truth a matter of following the basics, and having a talented team at NYC & Company and at BBH/NY. He explains, "The team collaborated using the same classic media and marketing principles and plotted them out on a Global basis. And while media evolves and mutates, the principles of sound thinking and good business, provide us the tools to develop the benchmarks. As a consequence, these exercises helped us understand our International visitor performance relative to the World Tourism Market. So it is going back to the tried and true, creating our Brand Development and Category Development Indices, understanding the political, economic, and social influences and then prognosticating what might be next in an unpredictable world market."

Paul Greenberg is a native New Yorker and also calls himself a Media War Horse, given his long ad agency experience. He admits, "Part of my passion in life is NYC. And to tell our story on a Global basis is a dream come true." **CONTACT: pgreenberg@nycvisit.com**



JOE CLIFT

Senior Vice President, Brand Management
Visa Europe
London, U.K.

Flexibility and innovation characterize Joe Clift's approach to marketing at Visa. He works with programs across all 32 of Visa's European countries, and focuses on driving card usage in all retail sectors and promoting a range of credit, debit, commercial, pre-paid, contactless cards in those markets where they are most relevant. Although there is a perception that Europe is now a fairly unified region, Joe Clift can attest to vast differences among individual markets given varying stages of credit maturity and card penetration. As a result, understanding each market's growth dynamics, or underlying barriers to growth, is crucial to forming the right product and communications mix to drive usage in both transactions and gaining additional card holders.

Clift sees a one-size-fits-all approach to marketing as a thing of the past for Visa. "What's ground-breaking for us now is that we are being more flexible and attuning marketing mix by country. We are also flowing out real product innovation, such as the recent Visa payWave launch and the mobile/NFC payment pilot with Nokia." Both of these programs are starting in London, and are intended to make Visa more relevant and vibrant as a brand, bringing real value to consumers, and enabling Visa to leverage inherent brand preferences.

Visa payWave enables a cardholder to simply wave his Visa card in front of a secure reader. It is faster, only requires a signature for larger purchases, keeps the individual in control of his card, and reduces the potential for fraud. The Nokia pilot brings together the convergence of payments and mobile communications. Near field communication (NFC) technology can facilitate secure, contactless payments quickly using a mobile device. An NFC chip in a Nokia phone can act as a card and/or a reader — enabling consumer devices to connect, receive and share information, and make payments.

"We are also open to greater experimentation with different media, different channels, different retail sectors, and different partnerships in each of our European markets," say Clift. Examples include extensive use of "path to purchase"/POS media in UK, Spain, Poland, and the Czech Republic to sponsorship of the Visa Peoples Fashion Awards in Norway, to Olympic and Paralympic Team Visa athlete mentoring programs across 8 European markets in anticipation of the Beijing Games. Clift continues, "It's varied, but it's all relevant to the business requirements which the marketing mix needs to drive."

Joe Clift was born in Cornwall in Southwest England, studied French and German at Oxford, then lived and worked in France, Germany, and Spain. His career started at Ogilvy & Mather, where he stayed for 13 years until moving to client-side marketing roles at UUNET, WorldCom and MCI. The attraction of an international life only seems natural, yet Clift emphasizes, "I believe we are all citizens of the world, not of one country, so we must gain those international experiences to justify our place in the 21st century society." **CONTACT: cliftj@visa.com**



Peter Moore
MICROSOFT



Peter Boher
PENINSULA HOTELS



Steve Wilhite
THEN: NISSAN
NOW: RECENTLY LEFT HYUNDAI



Judy Everett
THEN: SHELL
NOW: DECLINED RELOCATION



Deepak Advani
LENOVO



JAVIER DIEZ-AGUIRRE

International Brand Manager, Genworth Financial, London, U.K.

Javier Diez-Aguirre's marketing mission is to change the way people think about Insurance. And in doing so, he wants Genworth to be perceived as an innovative, energetic global company. He works with leading global agencies to deliver a pan-European branding strategy and is also responsible for launching the Genworth Financial brand in new markets outside the US. Appointed Board Director Member of the Genworth Foundation in June 2007, he is also now working to activate the Genworth brand through Corporate Social Responsibility programs.

Genworth Financial, Inc. is a leading insurance holding company in the United States and formerly a division of General Electric. Expanding globally with operations in over 25 countries, it serves life and lifestyle protection, retirement income, investment and mortgage insurance needs of more than 15 million customers.

"We opted to take a positive and fresh approach to insurance — differentiating ourselves from the rest of the category and piquing our customers' interest." As a result, the European "Think It Possible" campaign came to life in 2007. According to Diez-Aguirre, "The style of the campaign is simple and fresh, but sophisticated. Each execution—tested, piloted and tailored per geographic market — is about a 'Think it Possible' moment or situation that requires a new look at a situation or using something differently to achieve a desired outcome."

Advertising kicked off in Spain, Germany, Italy, Ireland and the UK. Print ads were featured in top financial and business publications, then outdoor, TV, radio and online followed. Event and sponsorship support was also key to the brief as core business clients were viewed as keen golfers and company name recognition in Europe was important. Genworth signed a five-year deal with the European Tour's statistics program, which provides players with an analysis of their performance in all Order of Merit tournaments.

Even a program as upbeat and optimistic as "Think It Possible," can have challenges. Javier Diez-Aguirre recognizes that an important issue facing Genworth is common to most U.S. companies, and that is the acquisition of a true international mindset — both internally and externally. "We don't want to be seen as an arrogant global company now expanding to Europe, but as a forward-thinking, collaborative, local company with a powerful global arm."

Javier Diez-Aguirre is a native of Pamplona, Spain, known best for the running of the bulls. He was educated at a bilingual French school in Spain, and earned a PhD in Microbial Biochemistry at Imperial College London. He has studied, worked and lived in Sweden, Germany, U.S., Spain, and the U.K. Based in London for the last 15 years, his dream is to create brands that will become global icons and drive change. No doubt, Javier Diez-Aguirre is well on his way to making that dream reality. **CONTACT: Javier.Diez-Aguirre@genworth.com**



GRACE VILLAMAYOR

Director — Sales & Marketing, Hertz International, Miami, Florida

Grace Villamayor is passionate about Latin America and a champion for great marketing in the region. She attributes that passion to her native Buenos Aires and her fighting spirit to growing up in New York. Her role at Hertz International in Miami easily allows her to use both aspects of her personality to advantage, although it often leaves her domestic U.S. co-workers shaking their heads in wonder.

"It is such a dynamic continent! And it is all about relationship. It presents a very different canvas for doing business," says Villamayor.

Hertz has a long history in Latin America; it was the first car rental company in the region with a 1918 start. Despite the longevity, Grace Villamayor sees inconsistencies in the region which she is trying to overcome — with a vengeance. The Latin American, Caribbean and Mexico region for Hertz is comprised mostly of licensee locations rather than corporate ones. As a result, the rental experience is not consistent with the U.S., Europe and Asia. For example, few locations other than Brazil or Puerto Rico offer #1Club Service or a wide variety of car types, particularly in the luxury segment.

However, she must insure that Hertz provides the right experience for renters in the region, and does so without the benefit of big budgets. She recognizes that car rental in the region is seen as a commodity; it is not yet attached to an emotional experience that can shape a journey like renting a classic Mustang convertible in Miami or impressing a potential client with a Jaguar or a Hummer.

"Nonetheless, the world is flatter and people travel more," sighs Villamayor. Her strategy is two fold: create standards across the world for licensees in terms of displays, branding, uniforms, and basic services, and also get Latin customers to try the premium services when they travel and ask for them back home. As a result, she is doing some creative advertising, particularly in print, by partnering with both licensees and travel leaders like American Airlines.

"I am committed to the brand idea and I care about the customer," says Villamayor. "I believe the vision, but I do get passionate and I do get angry. And I take action. We are a big multinational corporation, but I still feel I must fight for what will work best in Latin America if we are going to be the first choice brand for vehicle rental."

So how are her strategies working? Villamayor admits, "In today's global economy, the my region is a beacon of light for Hertz; we are growing in double-digits. It's a good time for Latin America. However, of the 400 million people throughout the region, only a fraction travels. Of those who rent cars, most travel inter-regionally, in the U.S. and in Europe. In fact, 80% rent our cars in the U.S. Yet it is still a growing market." And there is no doubt that Grace Villamayor will capitalize on that growth in the years to come. **CONTACT: gvillamayor@hertz.com**



Peter Stringham

THEN: HSBC

LEAVING: YOUNG & RUBICAM



Yazid bin Mohamed

MALAYSIA AIRLINES



Larry Light

THEN: MCDONALD'S

NOW: RETIRED



James Stengle

PROCTER & GAMBLE

INTERNATIONALISTS OF THE YEAR
2004



YISELL HERNANDEZ

**Marketing Communications Supervisor
Genius, KYE Systems Corporation**
Miami Florida & Taipei, Taiwan

Yisell Hernandez, Marketing Communications Supervisor — Latin America for Taiwan's KYE Systems tells *inter national ist*, "I'm from a country that does not do branding. Cuba's only advertising is government propaganda. But even socialism in Cuba has a Latin twist; Cubans built a place in which they can survive without thinking about the future."

Interestingly, in her life now, Yisell Hernandez is doing some very futuristic marketing. Genius, a division of KYE Systems Corporation, creates fun and innovative electronics products, including cameras, keyboards, audio, headsets, multifunctional digital media speakers and other consumer gaming and computer digital devices. The new campaign, currently running in South and Central America, tells a futuristic love story of two Cyborgs who are not aware of the concept of love in a characteristic human way. This advertising "novella series" describes the future as more distant and conservative, with people becoming more like machines in an effort to avoid human contact. Of course, Genius products can help to bring the fun back into their lives.

The marketing goal is to attract consumers to the storyline, encourage them to go online for more of the plot, and then create interest in the Genius products through incentives. "Our intention with this multinational campaign is to engage users in the present, and cause them to be aware of the future... given the often futuristic nature of our products."

According to Hernandez, "Most companies decide to twist their campaigns to accommodate each country's characteristics, while maintaining the same corporate image. My goal is to keep the same campaign and relate to all Latin America like a Gabriel Garcia Marquez novel."

Hernandez admits there are risks to their current marketing program, but risks she sees as worth taking. She explains, "We certainly have a very small budget for a campaign so large in scope. We need to reach millions in order to have an impact, and our budget may simply not be enough. Our hope is that the innovation of a futurist love story may counter that. Yet, that raises another risk. To make the story work, we need to touch social issues that could be sensitive for some."

Yisell Hernandez says, "I don't consider myself a brand champion, but a warrior. I'm fighting to make a brand better, to make marketing better, to change the way people perceive advertising in Latin America. I'm fighting to make a difference and to leave a story behind that people can talk about later." And it's just the kind of story that would make Gabriel Garcia Marquez smile. **CONTACT: yisell_hernandez@genius-kye.com**



TERESA POGGENPOHL

**Executive Director-Global Image
Accenture**
Chicago, Illinois

Accenture's Teresa Poggenpohl does not believe that marketing is optional. She admits that "Marketing may feel optional for many corporations when they slash budgets in difficult times." She, though, has kept Accenture's marketing investment firmly in place by consistently demonstrating how great advertising, combined with intelligent measurement, creates brand strength and differentiation. A 20-year veteran of the company through its long evolution, she works to insure that her top management believes the impact of that investment. Teresa Poggenpohl knows that her CEO is Accenture's best marketing champion.

"My advice is to clearly define what you are trying to achieve, then measure the impact of what you can achieve. Track awareness, consideration and preference. And take the results back to management. Many marketing people have a fear of measurement; however, one can always find success and opportunity," says Poggenpohl.

In 2007, she followed her own advice. After studying 6,000 unique insights from high-performance companies, she adjusted the tagline of the well-known Accenture brand campaign from "Be a tiger" to "We know what it takes to be a tiger." Although subtle to some, the change has made a positive difference for Accenture. According to Poggenpohl, "We help our clients become high performers, and it is my job is to drive that brand message in the marketplace. Certainly, Tiger Woods helps us bring our message to life, but we see him as metaphor for high performance, not a celebrity simply for the sake of celebrity. Senior executives at Fortune 1000 companies give us credit for innovation and creativity in that association. It gives them a flavor of who we are and tells them we would be smart to work with. And the results continue to surprise us — even in a competitive field."

Despite the great success of the campaign, Teresa Poggenpohl understands that all global marketing comes with risk. Even with a consistent business-to-business message, she is now taking a page from the consumer marketing playbook and is adjusting for market nuances. Accenture is in 27 markets and she is looking at which global messages resonate best at the local level without fragmenting the global high performance strategy. She says, "The macro brand message is our organizing principle. The ad strategy drives through all our marketing continuity from Public Relations to the Annual Report. The brand context is absolute."

Teresa Poggenpohl also knows that technology is an important driver today. "Business is now very fast paced, and if you don't like change, you're not in the right place." Innovation matters to Accenture, particularly as one of their key consulting arenas is technology. This thinking has led to the Accenture Interactive Network, the wall-sized, interactive touch screen that dramatically contrasts with a static billboard.

The first was installed in Chicago's O'Hare Airport's American Airlines Terminal in May 2006, and a second was installed in June in New York's JFK Airport's United Terminal. The first non-US screen will be placed in India in 2008. According to Poggenpohl, "We offer an opportunity to get details on weather, news and sports, along with videos of Tiger Woods and Accenture information. Senior executives are impressed with the technology and innovation — all Accenture-built from tech labs. Our target gets wowed!"

And speaking of "wowed," Teresa Poggenpohl continues to wow the marketing community with her unrelenting efforts at high performance.

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**Anita Mehra
Mohayoun**
DUBAI AIRPORT



Zhang Ruimin
HAIER



Steve Jobs
APPLE



Dee Dutta
SONY ERICSSON



Allison Johnson
THEN: HEWLETT-PACKARD
NOW: APPLE



TED (Tae Young) CHUNG

President & CEO
Hyundai Card
Seoul, Korea

When addressing the recent AdAsia conference in Jeju, Korea, Ted Chung surprised the audience with his candor. He told them that when he joined Hyundai Card in 2003, he inherited a USD \$16 billion loss due to the Korean credit crisis. And he could not honestly understand why anyone needed another credit card. Most people had four or five already, and Hyundai was the smallest and last player in the market.

Credit cards were not Ted Chung's usual milieu. He majored in French Literature at Seoul National University, received an MBA at MIT

(Massachusetts Institute of Technology), and started his career at Norton Industrial Ceramics, in Worcester, Massachusetts (USA). He moved to Hyundai Group a year later, and accumulated extensive experience and knowledge in various fields as the director in international trading of Hyundai Corporation in Seoul and as the director of Hyundai Mobis in Tokyo and San Francisco. He also spent more time in North America as the president of the U.S. and Mexico subsidiaries of Hyundai Mobis. He returned to Korea in 2000, to become the executive vice president of Strategy and Financing at Hyundai Mobis, then moved to the Joint Procurement Division of Hyundai/Kia Motors.

Nonetheless, when Chung started at Hyundai Card he conducted some basic research, and learned that consumers found little brand differentiation among credit cards. Ninety percent utilized the card for quick cash lending — whether debit or credit. Most perceived a credit card as a service product, not as a financial product. The results got him thinking.

He came up with a premise that he calls "science in a Tiffany box." Chung understood that consumers make a connection between certain quality brands and desirability. For example, they connect chocolate and Godiva, coffee and Starbuck's, MP3 Players and the Apple iPod, Hotels and W. He also came to understand that these brands operate independently of pricing, awareness levels, brand portfolios or sales strategies. It is immediately apparent that these brands are simply "cool," and they can communicate their brand offering in just 10 seconds. In many cases, design is crucial to brand image and brand values.

According to Chung, some would call this "cult marketing." He saw it as a way to make the same cool and desirable association with credit cards and the Hyundai card. With a design team, he created sleek differentiated card products geared toward different consumer segments — the young, the affluent, the chic. Their top-of-line black card came with a \$1000 fee... and a year's waiting list. Ted Chung made new Hyundai credit cards a must-have item.

In four years, Hyundai has gone from 3% to 13% market share, does USD \$40 million in transactions, has made USD \$800,000 in profit — a vast change from that USD \$16 billion loss. Now under Chung's leadership as CEO of both Hyundai Card and Hyundai Capital, Hyundai Card is Korea's fastest growing credit card company and has been awarded as the most admired credit card company in Korea. As a result, Hyundai Capital has 76% market share in Korea's Auto financing industry. The combined assets of both companies is now USD \$19 billion.

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SUSAN BRADLEY

Director of Marketing Communications
Boeing Commercial Airplanes
Seattle, Washington

Sue Bradley is indeed passionate about The Boeing Company, an organization that she calls "always exciting." In fact, she has been to every new plane roll-out ceremony in Boeing history.

Her father was an engineer at the company and worked there for his entire career. She has been with Boeing for nearly 30 years, as has her husband, also an engineer. Describing a new plane roll-out as "a huge brand statement that pulls together talent from across the globe," Sue Bradley says, "We look forward to roll-outs. Somehow I don't think people cry when their company introduces a new model of toaster. We see parents with tears in their eyes holding up a child to touch the new plane. Not only is there great pride and excitement for company, but one feels part of the steady drumbeat of progress."

Today, keeping up with that steady drumbeat is a large part of Bradley's advertising role. The 787 Dreamliner rolled-out in July 2007 at Boeing's assembly factory in Everett, Washington, with test flights and service scheduled for 2008. And certainly all eyes are focused on the Dreamliner, which represents a new business model for the industry with its fuel efficiency and mid-sized, but wide-bodied dimensions. It will carry between 210 and 330 passengers, depending upon seating configuration.

Sue Bradley characterizes her job as "the substantial, but small role, of managing the Boeing Commercial Airplanes advertising program." She sees the work of The Boeing Company and its people "as making the world a safer and more connected place every day." She continues, "In terms of advertising, we are responding to our requirements with a traditional tactical approach, but we are strategic and sophisticated in our foundational thinking and involve many, many people in the process. Maybe that's not surprising since unlike a B-to-C enterprise, we have a limited customer base and operate in a duopoly."

Sue Bradley admits that she stumbled into advertising seven years ago; however, she does see herself as a communicator, able to mobilize a compelling vision with a steadfast belief in the product being offered. Her company background has included graphics design, journalism, and public relations; she served as Communications Director for Europe in Brussels for several years. Her advertising role, though came with a test of fire. Upon accepting the new position, she had to complete an important, new ad campaign in just two weeks. Fortunately, she had an agency who could work at that pace while also getting to know her. The result became Campaign of the Year in Air Transport World, a key industry trade title.

Now she has a personal goal for her advertising mission, which Bradley calls "becoming a better student of my industry and my company." She elaborates further, "People think I sit in my office and simply develop advertising. The best ads are collaborative. I constantly ask — 'Will it serve the needs of the business?' Every day I aim to learn something new about Boeing or the aerospace industry, or at least be more open to the perspectives of others."

"Boeing has enabled me to become a student of the world. I was just a girl from rural Kent, Washington. Going to grandma's in Portland was a big deal. Now in fact, any child with a backpack and a credit card can go anywhere. There is great satisfaction in knowing that my son's world is connected and safe and his horizons are huge. I knew he got that message loud and clear when at age 7, he wanted to go to Majorca for Christmas."

CONTACT: susan.a.bradley@boeing.com

INTERNATIONALISTS OF THE YEAR
2004



Steve McHie
EXXON MOBIL



Eric Kim
THEN: SAMSUNG
NOW: INTEL



Erich Stamminger
ADIDAS-SALOMON



Rachelle Berges
MOTOROLA

“ Without question, issues of social responsibility are now becoming a more important factor in innovative marketing thinking. ”



DR. GREG ALLGOOD, PHD

Director, Children's Safe Drinking Water
PÜR® Purifier of Water, Procter & Gamble
Cincinnati, Ohio

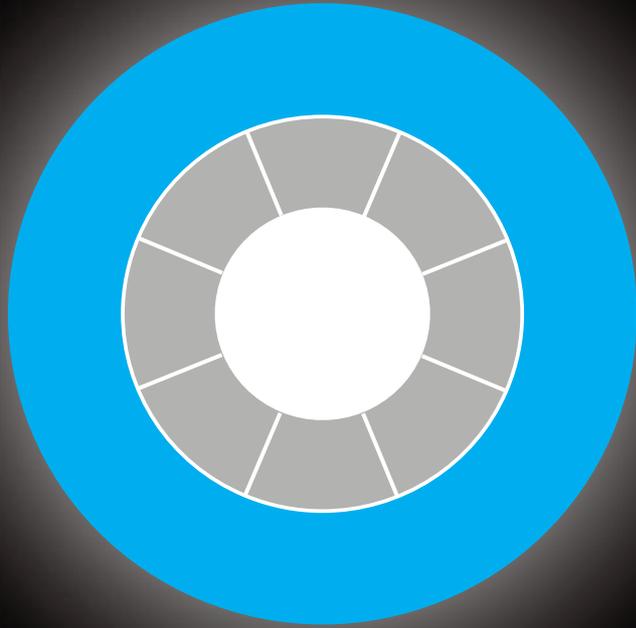
Greg Allgood is a rare individual. He has risked his career, his personal safety and his health to champion a brand. He has dodged bullets, witnessed cholera epidemics and been praised by kings. And he has shown Procter & Gamble that not-for-profit advocacy can contribute greatly to a for-profit business. Allgood, who certainly lives up to his name, has been instrumental to the development of the PÜR® Purifier of Water. According to the World Health Organization, 1 billion people do not have access to safe drinking water, which is a key contributor to the deaths of 2.2 million children per year.

The extraordinary significance of PÜR® hit home for Allgood on an early trip to Kenya. Clean water sources are scarce in the rural areas, so people dig shallow troughs to find some water for their cattle, their goats and their children. Allgood showed a local woman how a sachet of PÜR® could quickly enable filthy, disease-ridden water to become clean enough to safely drink. While talking with the woman, her now valuable bucket of purified water was stolen. The woman got down on her knees in the mud and begged Allgood for another packet.

Allgood's journey with PÜR® started 7 years ago in Guatemala with the Center for Disease Control. Although created mainly as a humanitarian gesture, P&G believed the product could certainly be a profitable one. However, the company found it did not have the infrastructure necessary to distribute the packets to the areas of the world most in need. They estimated that the cost to build the infrastructure would require they reach 50% of their target population within 6 months to make a return on investment. It was impossible. P&G decided to kill the brand.

However, Allgood found a solution that Procter & Gamble would eventually accept: turn the brand into a not-for-profit project. P&G now works with a diverse group of partners — ranging from Care to UNICEF to USAID — to provide families in developing countries with access to clean drinking water. To date, the Children's Safe Drinking Water Program (CSDW) has been able to produce more than 500 million liters of clean drinking water for children and their families in 23 developing nations by using PÜR® to kill viruses, destroy parasites and remove dirt and pollutants.

The PÜR® project has also helped Procter & Gamble in many ways, while also inspiring employees. More P&G brands are now entering new markets as a direct result of the effectiveness and goodwill associated with PÜR®, and the company's African business is profitable and growing. PÜR® also affects how the company thinks of other brands. **CONTACT: allgood.gs@pg.com**



Integrate.

Elevate.

HUB
CULTURE

the mother of all media: threat or opportunity

In 1992, I wrote a column in *Advertising Age* that was headlined:

**Agencies: Change or Die.
Huge Marketing revolution
upsets old rules**

After having covered advertising as a journalist since the late 1960s, I realized that the business was changing in many ways. These included the shift of marketing expenditures from traditional media advertising to other forms of promotion, such as sponsorship and special events; the media-buying crisis that undermined the commission system; the fragmentation of the media, and the intrusion of outsiders into the ad business, from marketing consultants to agency search consultants.

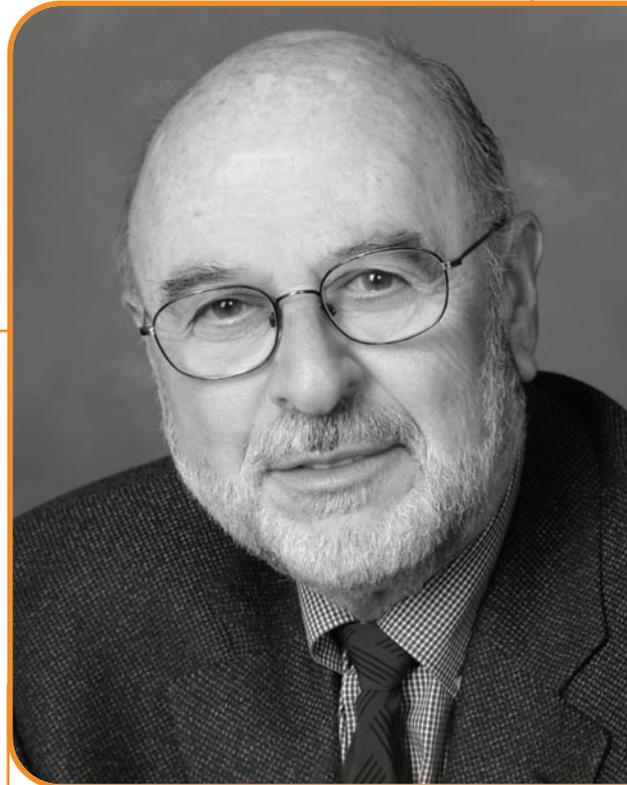
What is interesting to me, retrospectively, is that I never mentioned the one factor that has affected advertising more than any

other: the Internet. Of course, 1992 was two full years before the World Wide Web was developed, and about five years before it started making its impact on the business.

The TV revolution of the 1950s pales in comparison to the influence the Internet has had on the business in the past dozen years. Television allowed us to reach millions of consumers at the same time with advertising that could be entertaining, provocative and effective. Well, sometimes it was effective. More than that, agencies loved working with TV, and clients liked seeing their products promoted on television, so it reigned for 50 years.

Now, the crown is being handed over to the Internet for many reasons. One is that marketing on the Internet is more accountable than television or any of the old traditional media. If you place an ad on a search engine, you can know exactly how many users clicked on that ad and how many actually bought the product. Clients like this aspect of the Internet, even though it doesn't have all of the glamour of a TV commercial.

Ad people like to say you can't



Joe Cappelletto, former publisher of Advertising Age, is the author of The Future of Advertising: New Media, New Clients, New Consumers in the Post-Television Age. He is an adjunct professor in the College of Communication of DePaul University, Chicago. This article was distilled from his presentation at AdAsia 2007 in Jeju, South Korea.)

build and without media advertising. My answer to that is: Google, Yahoo, Amazon.com and Starbucks — all global brand names built with virtually no advertising.

Television did have a tremendous influence on popular culture. But does that compare with what the Internet has wrought on culture and consumer

“ The TV revolution of the 1950s pales in comparison to the influence the Internet has had on the business in the past dozen years ”

B Y J O E C A P P E T T O

behavior? I think not.

The Internet has become the mother of all media. It is the way we make reservations for airline tickets and hotel rooms; the way we buy music and pornography, the way we search for vacation spots, look for real estate, research what car to buy.

It is the way thousands of people — young and not so young — find each other and get married. It is the way scholars and journalists do research. And perhaps most of all, it has become the most common way for us to communicate with another person, or for a company to communicate with millions of customers.

That 1992 column was based on a study of headlines in the trade press indicating that the old business was going through a dramatic reformation and restructuring. So let's take a look at some of the recent headlines about the advertising business. Can you tell whether the same dramatic revolution is taking place in advertising?

Internet Ad Spending Set to Overtake All Other Media by 2011

Veronis Suhler Stevenson estimates that Internet advertising spending will reach nearly \$62 billion in 2011, only four years from now. These are figures from the United States, but there is little question that this trend is taking place in all countries.

Only One-Third of Viewers recall TV Spots

Nielsen Research interviewed nearly 1,000 viewers and found that only a

third was able to recall any TV commercial they had seen. The problem, according to Nielsen, is that the commercials are not engaging viewers.

Media Usage per Person Drops for First Time in a Decade

For the first time in 10 years, U.S. consumers spent less time using media compared to the previous year, according to Veronis Suhler Stevenson.

DVRs and Video on Demand Will Double Among TV Households in 4 Years

Magna Global USA projects that nearly 35% of TV households in the U.S. will be equipped with digital video recorders, allowing users to blank out all commercials.

Johnson & Johnson Shifts \$250 million from 'Old' Media to Digital Formats

The huge marketer has cut back on television advertising to invest more ad money in search marketing, direct marketing and e-mail marketing. These other forms of marketing grew by 31%. The trend from traditional advertising to alternative forms of promotion is growing globally.

U.S. Ad Volume Decreases for Second Consecutive Quarter

For the first half of this year, U.S. ad spend fell by three-tenths of one percent, not a tremendous amount, but there are other implications here. Total ad spend usually increases. Other

annual decreases have been in such years as 1970, when cigarette advertising was pulled off of television and 2001, after the dot-com recession and the attacks of 9-11. There is nothing that dramatic happening this year, except the gradual shift of marketing investment from advertising to alternative media.

The Fastest Growing Medium? Shopper Marketing

This study conducted by DeLoitte Consulting for the Grocery Manufacturer's Association shows that in-store expenditures by food marketers have doubled in the past three years. It was 3% of their total marketing budgets in 2004, but is now 6%. And it is expected to grow to 8% in the next three years.

Google to Sell Satellite TV ads

Google Inc. has moved into television advertising by becoming a broker of advertising on EchoStar's Dish satellite system. It will run an automated online auction similar to the one it runs for keyword searches. This is Google's first foray into TV, but it already is active in brokering search, print, radio and other media.

Meet your new best friend, Skippy

This is not a news headline, but a line from an ad that ran in U.S. newspapers by the same EchoStar satellite service. Skippy is the name of a button on the remote you can get with your digital video recorder. All you have to do is

TOP 10s

push the Skippy button, and it will skip over any commercial.

Big Brewers Cut Ad Spend, Sell More Beer

According to TNS Media Intelligence, the biggest U.S. brewers decreased their media spending by 24% in the first half of this year, after a 12% cut during 2006. At the same time, sources say beer sales have increased about 2%. If a client can cut advertising and enjoy growing sales, I believe we have an environment that is chilling more than the beer.

These were only some of the headlines of the past few months. Any one of them could have posed a serious threat to the way you do business. On the other hand, any of them could also have posed an opportunity to do something differently and take advantage of the constant changes roiling this world of marketing and advertising.

Advertising is still a powerful and effective tool that contributes mightily to the gross domestic product of any nation. It is the rock bed of competition. It is what makes products improve; it is what promotes price competition.

Whether you see these headlines as a threat or an opportunity will probably determine how you and your business will fare in the months and years to come.

Joe Cappo can be contacted at jcappo@ameritech.net

Top ten offline advertisers

Rank	Advertisers	Ad \$ Spent	% Change
1	Procter & Gamble Co.	\$2,903,645,851	2.91
2	General Motors Corp.	\$1,953,993,498	-15.72
3	AT&T Inc.	\$1,440,567,658	46.75
4	Ford Motor Co.	\$1,429,333,335	13.19
5	Daimlerchrysler AG	\$1,299,331,574	-5.63
6	Time Warner Inc.	\$1,165,728,375	-11.74
7	Verizon Communications Inc.	\$1,131,024,907	19.96
8	Toyota Motor Corp.	\$1,087,515,526	14.50
9	Altria Group Inc.	\$1,038,685,970	-0.69
10	Walt Disney Co.	\$1,028,170,671	1.33

Source: Nielsen Monitor-Plus

Top ten online advertisers

Rank	Advertisers	Ad \$ Spent Online
1	GUS Plc	\$659,121,200
2	Vonage Holdings Corp	\$294,882,000
3	Netflix, Inc.	\$242,549,800
4	NexTag, Inc.	\$232,199,900
5	Verizon Communications, Inc.	\$183,073,200
6	United Online, Inc.	\$178,519,800
7	Monster Worldwide, Inc.	\$108,445,000
8	Time Warner Inc.	\$105,595,200
9	InterActiveCorp	\$101,679,500
10	Apollo Group, Inc.	\$91,067,100

Source: Nielsen//NetRatings AdRelevance



Michiel Veugekers is creative strategist for UniversalMcCann in Amsterdam

(No) Cinema Paradiso

The average share of cinema advertising in the Netherlands compared to the total media spending is less than 0.5 %. Gross total spending in 2006 was 17 million euros. Compared to other countries the Dutch do not go to the cinema very often. The total number of cinema visits in 2006 was 23 million. The average visit per person was 1.3. The total reach of a whole year advertising in cinema is 44.1 % for 13+ years old (all) and 73.3 % for 13-24 years old. Core target of cinema is 15-34 years old and families with little children. But why is Holland such a small cinema country?

We do have a small but successful film industry. With Foreign Language Film Oscars for *Character* (1997), *Antonia's Line* (1995) and *The Assault* (1986) and an international success such as *Black Book*. Actors such as Rutger Hauer and Famke Janssen and directors such as Paul Verhoeven and Jan de Bont. A Dutch version of *Love Actually* (*Alles is Liefde*) is currently breaking all records. Dutch cinema is very popular these days, therefore that can not be the problem. Of course we have all the Hollywood blockbusters here and a selection of other foreign movies, popular movies such as *Das Leben der Anderen* (German) and *Volver* (Spanish). So the diversity of the film offer is o.k. over here.

The capacity of cinemas has been a

problem in the past. There were not enough screens to have a variety of movies showing in the same period. Therefore movies that appeal to smaller audience often had shorter cinema runs to make way for blockbusters.

But now there are roughly 125 commercial cinemas in the Netherlands, with 534 screens and 97.580 chairs with more screenings a day. A lot of these screens are situated in multi- or megaplexes. So there is enough capacity now to cater a lot of people and show lots of different movies.

Cinema is not the most innovative medium in the Netherlands. It is far behind on digital cinema. There are some test screening rooms with digital cinema opportunities in the Netherlands, but that is all. For ten years now the industry has been saying that everything will be digital in cinemas in two years time. No long lead times for commercials anymore, no huge production costs for copies and transfer, but flexibility and new opportunities for advertisers. I think it will take still some time for every cinema in the Netherlands to have digital projectors. But cinemas are becoming more and more a place for brand activation with live gaming and live commercials. So there is some motion. And if a movie is projected

digital or not should not make a difference at the box office because the experience is almost the same for the consumer. So it must be something else.

Since the Netherlands is a very small country with a lot of people living on a small surface the concept of an entertainment mall (cinema, bar, restaurant, bowling alley all together) has not really taken off in the Netherlands. In particular in the West of the country there is a restaurant and bar near almost every cinema. So why build an entertainment mall, when everything is already nearby. So for people on a night out there is more than enough to do before or after seeing a movie.

I think cinema is not that big in the Netherlands, because people like to stay at home and are not fond of spending a lot of money. With home cinema sets, HD and Blue Ray DVD, people like to watch films at home. No parking problems, no walking in the rain, no loud teenagers with mobile phones. You do not have to buy an expensive ticket, but can watch your illegal



download or film on TV. No expensive Coke and popcorn, but food and drinks from your own fridge. Going to the movies is seen as a date or group activity, rather than for the joy of movies on its own. This is a shame because the real movie experience with the best screen quality and sound is in the cinema. And with more visitors, cinema becomes more interesting for advertisers, and with more money from advertisers, investments can be made to become more innovative. So we need a bit of a cultural change here to become a big cinema country.

Michiel Veugelers can be reached at michiel.veugelers@um.nl

“ But cinemas are becoming more and more a place for brand activation with live gaming and live commercials. ”

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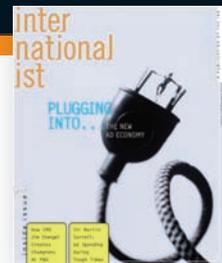
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A [internationalist](http://www.international-ist.com)

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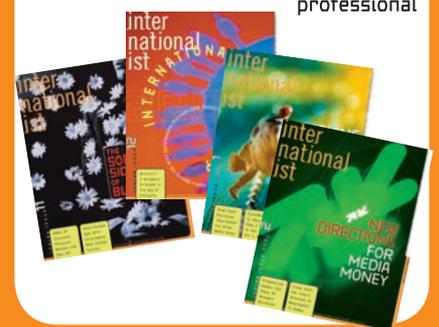
A Subscribe online at www.international-ist.com

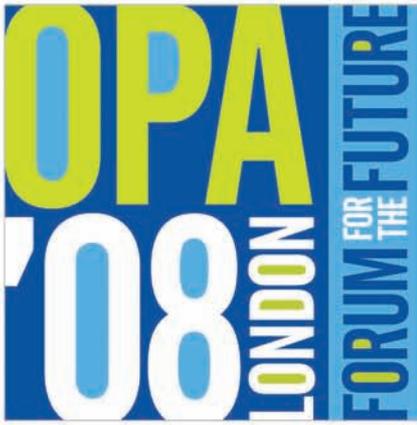


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The growth of video as an online content form has exploded over the last year, driven by the growth of broadband penetration (nine out of 10 households in the U.K. have broadband) and lower production costs. User-generated video content (most notably on Youtube) brought video to the foreground; however international media owners have now turned their attentions and investments to editorial video content as well. At the same time, many TV programs can now be streamed online, creating IPTV advertising opportunities. Video search engines such as Blinkx have launched, categorizing video content and making it more accessible to everyone. Video is no longer just watching a funny video on Youtube, but also a richer way to get up to speed on news and research, both for businesses and consumers alike. According to eMarketer, 70% of Internet audiences watch video content on a regular basis. Perhaps even more surprisingly, according to CacheLogic, over 60% of internet traffic currently consists of video applications.

the rise of video advertising

From an international marketer point of view, the rise of online video offers both new advertising opportunities and challenges. The main video advertising opportunity to date has been to run streaming video advertising in the existing online ad placements (most commonly MPUs), on a CPM or click-to-play basis (Google). The new opportunity is to advertise within the video feeds themselves, either as a pre-roll placement or as an overlay format. Some of the media owners can even target the ad to appear when a relevant keyword is spoken on the video feed itself.

The easiest option for advertisers would be to run their existing TV ads online, however unfortunately it is not that simple. The 30-sec TV ads are too long for the attention span of an online audience, who have specifically clicked to watch a piece of content. According to studies by the Guardian in the U.K., the ideal length of online video is 15 seconds. Furthermore, even if you could utilize the TV ad online, should you? Online offers the opportunity to engage and interact with your audience, thus the advertising itself should be a step beyond TV's one-way communication. In fact, according to Dynamic Logic the most impactful form of advertising online from a branding POV is interactive video, outperforming video and standard online advertising formats. Certain video pre-roll placements are also generating

response rates of 3+%, which is amazing in comparison to the average online click rates of 0.15%. More importantly video can be measured on metrics beyond clicks, such as video interaction rate and length of video duration.

International advertisers need to evaluate their creative strategies based on the rise of video advertising opportunities internationally. Beware jumping on the viral video bandwagon without fully evaluating the alignment with and impact on your brand and message. Ensure you apply the same quality standards to online video as to any other advertising you undertake. Taking advantage of the opportunity requires a bespoke creative strategy: The video should be a way to arouse the interest of the target audience and the interactive element, e.g. with expandable panels the way to engage and inform the audience of your offerings. Otherwise we run the risk of continuing the interrupt-approach of TV, turning the audiences off.

Hanne Tuomisto-Inch hails from Helsinki, and is the Online Communications Director at Banner, London. She was recently named a 2007 Agency Innovator by this magazine.

Hanne Tuomisto-Inch can be contacted at julian.boulding@hanne.tuomisto-inch@b1.com

where in the world are the ad dollars?

2008 Growth Strongest in Asia

ZenithOptimedia is projecting ad growth throughout the world's regions; however, the strongest growth will be in Asia, due largely to the Beijing Olympic Games.

Television Advertising At New Worldwide High

Despite constant reports about the changes in television — from audience migration to greater interest in the “small screen,” television should increase its share of global ad expenditure to 38.2% in 2008, an all-time record.

Again, the Olympic Games will help lift television's share of the global ad market, particularly in China and neighboring Asian countries.

However, in 2008 television's share of ad expenditure will fall 0.3 percentage points to 32.4% in North America, and 0.5 percentage points to 30.4% in Western

Europe. In the rest of the world, television tends to attract a much higher share of ad expenditure.

Internet Advertising Grows Beyond Expectation

Forecasts for internet advertising have been revised upwards. Online video and local search will drive a 30% growth in internet ad expenditure this year — a growth that is nine times faster than the rest of the ad market.

Internet advertising is expected to account for 9.5% of all expenditure in 2009, which is fractionally up from the 9.4% forecast three months ago.

Newspapers See the Effects of the Internet

Newspapers continue to most directly see the effects of the internet, which is now better at delivering timely news and is an efficient substitute for newspaper

classifieds. The study expects newspapers' share of world ad expenditure to fall from 29.0% in 2006 to 26.2% in 2009.

Notes

The continued slump in the U.S. housing market has led to a sharp drop in property and construction advertising, particularly property classifieds in newspapers. This, and the recent credit squeeze, prompted a downgrade in the recent forecast for growth in the US this year from 3.3% to 2.5%. The forecasts for Western Europe, Asia Pacific and Latin America this year are largely unchanged. Central & Eastern Europe and the Middle East — already the stand-out growth regions — have been upgraded again. The report expects Central & Eastern Europe to grow 18.3% this year and Africa/Middle East/Rest of World to grow 17.2%. ●

Global Advertising Expenditure By Medium

(US\$ millions, Current prices. Currency conversion at 2006 average rates)

	2005	2006	2007	2008	2009
Newspapers	118,803	123,547	124,880	128,410	132,118
Magazines	52,576	54,471	56,133	58,310	60,922
Television	151,143	161,714	169,903	182,370	192,165
Radio	34,160	35,191	36,305	37,542	39,221
Cinema	1,723	1,799	1,909	2,097	2,332
Outdoor	21,790	23,773	25,551	27,495	29,660
Internet	19,235	25,952	33,723	41,638	48,139
Total *	399,431	426,447	448,403	477,863	504,557

* Totals lower than detail charts because of necessary inclusions and exclusions.

The Ten Fastest-Growing Ad Markets

	Growth (%) 2009 v 06
1 Serbia	308.8
2 Qatar	214.7
3 Kazakhstan	164.1
4 Egypt	117.7
5 UAE	108.9
6 Russia	108.3
7 Ukraine	100.5
8 Moldova	97.1
9 Belarus	96.8
10 Romania	93.0

Share Of Total Adspend By Medium

	2005 (%)	2006 (%)	2007 (%)	2008 (%)	2009 (%)
Newspapers	29.7	29.0	27.8	26.9	26.2
Magazines	13.2	12.8	12.5	12.2	12.1
Television	37.8	37.9	37.9	38.2	38.1
Radio	8.6	8.3	8.1	7.9	7.8
Cinema	0.4	0.4	0.4	0.4	0.5
Outdoor	5.5	5.6	5.7	5.8	5.9
Internet	4.8	6.1	7.5	8.7	9.5

Global ad market to accelerate in 2008 despite credit squeeze

- ZenithOptimedia predicts global ad expenditure to grow 6.7% in 2008, up from 5.3% this year, thanks to the Olympic Games, elections in the US, and European football
- Developing markets have taken over as the main contributors to global growth, compensating for slow growth in developed markets
- By 2010 China will be the fourth-largest advertising market, and Russia will be sixth
- Between 2007 and 2010 internet adspend will grow 69% and raise its market share from 8.1% to 11.5%
- In 2010 the internet will overtake magazines to become the world's third-largest advertising medium

FOR MORE INFO: www.zenithoptimedia.com and download the full pdf.

Major Media Advertising Expenditure By Region

US\$ Millions, Current Prices
(newspapers, magazines, television, radio, cinema, outdoor, internet)

	2005	2006	2007	2008	2009
North America	173,306	182,542	187,423	195,216	201,341
Western Europe	99,204	104,180	108,540	113,415	118,417
Asia Pacific	84,534	89,708	95,373	104,064	110,331
Central & Eastern Europe	20,173	23,814	28,181	33,152	39,013
Latin America	18,488	20,738	22,035	23,531	24,984
Africa/M. East/ROW	10,835	13,545	15,880	18,905	22,507
World	406,539	434,528	457,432	488,283	516,593

Major media Year-on-year change (%)

US\$ Millions
(newspapers, magazines, television, radio, cinema, outdoor, internet)

	2005 vs 2004	2006 vs 2005	2007 vs 2006	2008 vs 2007	2009 vs 2008
North America	3.0	5.3	2.7	4.2	3.1
of which USA	2.9	5.2	2.5	4.1	3.0
Western Europe	3.8	5.0	4.2	4.5	4.4
Asia Pacific	5.9	6.1	6.3	9.1	6.0
Central & Eastern Europe	4.5	18.1	18.3	17.6	17.7
Latin America	19.2	12.2	6.3	6.8	6.2
Africa/M. East/ROW	16.4	25.0	17.2	19.0	19.1
World	4.8	6.9	5.3	6.7	5.8

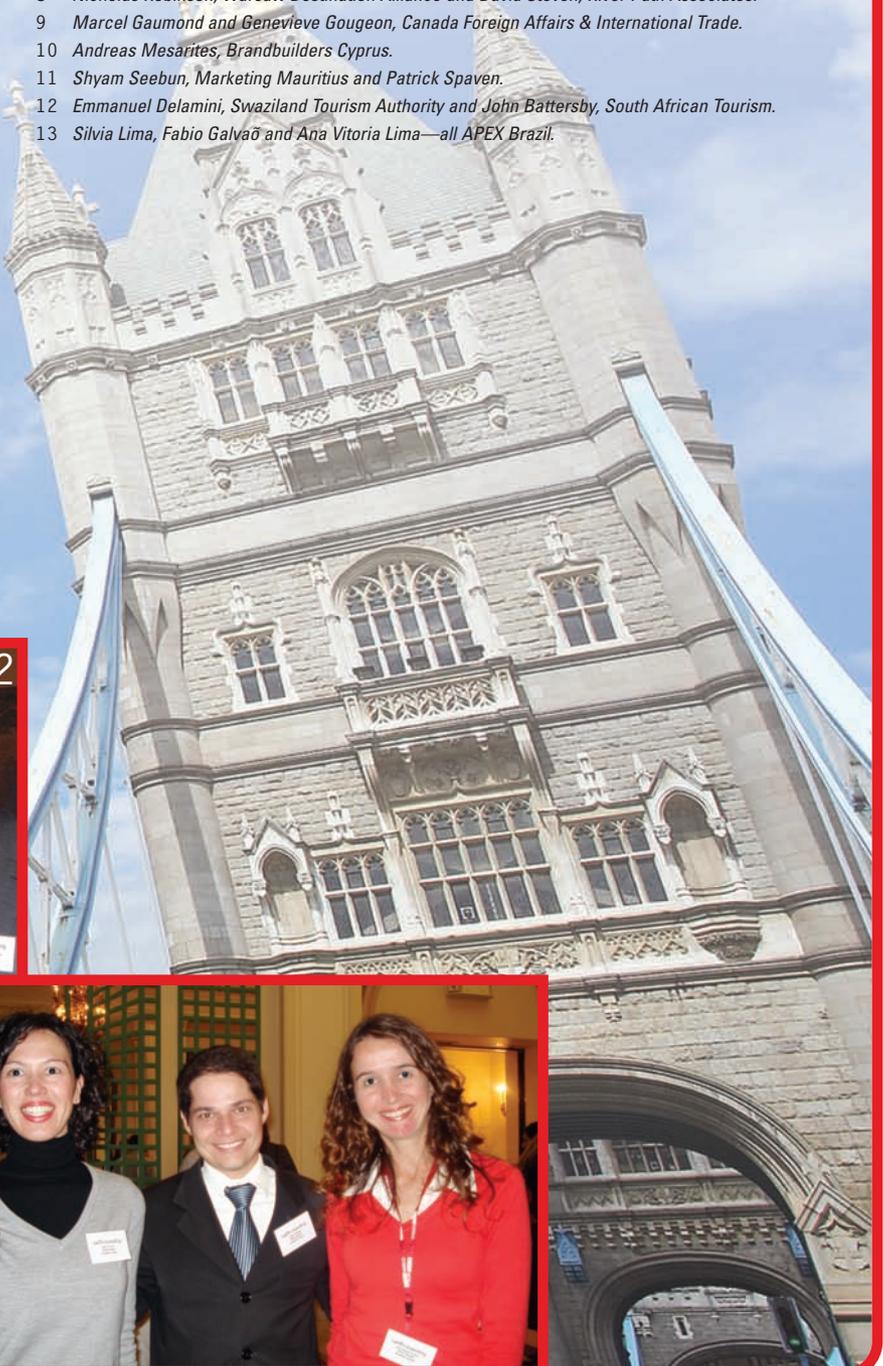
nation branding London



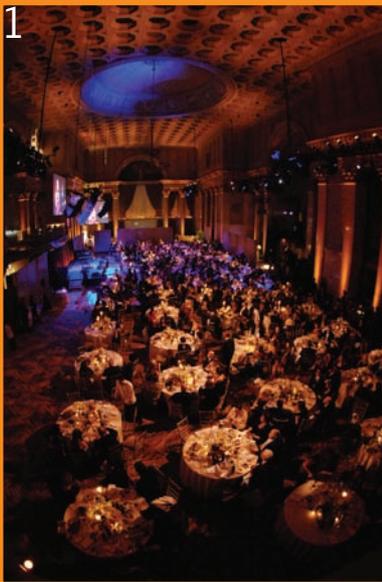
On November 16, Internationalist Conferences presented the Nation Branding Master Class with Simon Anholt in association with BBC World. Over 100 delegates representing the interested of tourism, culture and foreign direct investment met at the Langham Hotel to learn more about competitive identity from the world's leading expert.

All photo identifications from left:

- 1 Brigita Stroda, Latvian Tourism Development; Martin Horvath, Slovakian Tourist Board and Sue Warren, Tourism Croatia.
- 2 Ted Bravakis, Cayman Islands Government; Simon Anholt; John Bischoff, Las Vegas Visitors & Convention Authority.
- 3 Maher Luqman, Tatweer Investment; Itani, Dubai Holdings and Katie Stoltz, Booz Allen.
- 4 Debbie Damant & David Frandsen, Capetown Routes Unlimited.
- 5 Sunita Rajan, BBC World and Dileep Madadeniya, Sri Lanka Tourism.
- 6 Steve Wheeler, Emirates Airlines and Jonathan Howlett, BBC World.
- 7 Caitriona O'Kennedy, Irish Development Authority and Amaya Manrique, PromoMadrid.
- 8 Nicholas Robinson, Warsaw Destination Alliance and David Steven, River Path Associates.
- 9 Marcel Gaumond and Genevieve Gougeon, Canada Foreign Affairs & International Trade.
- 10 Andreas Mesarites, Brandbuilders Cyprus.
- 11 Shyam Seebun, Marketing Mauritius and Patrick Spaven.
- 12 Emmanuel Delamini, Swaziland Tourism Authority and John Battersby, South African Tourism.
- 13 Silvia Lima, Fabio Galvaõ and Ana Vitoria Lima—all APEX Brazil.



PEOPLE AND PLACES



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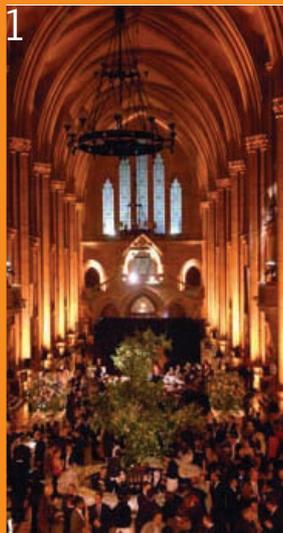
2007 ADVISION GLOBAL AD AWARDS

This competition, conceived and supported by the marketing agency Global Advertising Strategies, brings together Russian-speaking communities all over the world and attracts representatives of mass media, business and political circles, as well as public and professional organizations from Russia, America, Canada and the CIS countries. The Gala was attended by more than 500 guests from the United States, Russia, Israel, Canada and the Ukraine. 19 winners were presented with AdVision statuettes.

All photo identifications from left:

- 1 The beautiful décor at Cipriani for AdVision 2007 Ceremony.
- 3 Vitaly Gevorkian, General Director, "Myasnoy Dom Borodina" and Givi Topchishvili, President and CEO Global Advertising Strategies.
- 3 Paris Bennett, American Idol 2006.
- 4 Director AdVision Awards Irina Shalinets.
- 5 The host of the Ceremony Elena Isheeva.
- 6 Congratulations to the winners: Vera Hawkin, Leonid Yarmolnik, Yan Vizinberg and Abigail Honor, PersonaFilms; Viktor Passiliss, CMS Forex.

awards
advision.
Grand Prix Winner
CMS Forex (Persona Films, USA)



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2007 TIME HEROES OF THE ENVIRONMENT

On October 25, over 400 VIPs guests gathered at the Royal Courts of Justice in London to recognize Time magazine's 2007 Heroes of the Environment. Honorees in attendance included broadcaster Sir David Attenborough, photographer Karl Ammann, CEO of the Bellona Foundation Frederic Hauge, chemist Abul Hussam, founders of the Freeplay Foundation Kristine Pearson and Rory Stear, President Tommy Remengesau Jr., Russian researcher Olga Tsepilova, Red Sea preservationist Benjamin Kahn, Chairman of Suzlon Energy Tulsi Tanti, Governor Barnabas Suebu of Papua and the President of the Biomimicry Institute The Royal Courts of Justice was transformed into a glittering wonderland reflecting the environmental theme of the evening. (All photo identifications from left.)

- 1 View of the Royal Courts of Justice.
- 2 Hero of the Environment Olga Tsepilova and Michael Elliott, Time International editor
- 3 President of Palau Tommy Remengesau Jr., Kristine Pearson of Freeplay Foundation and First Lady Debbie Remengesau.
- 4 Richard Stengel, managing editor of Time joins David Attenborough, Time Warner's chairman and CEO Richard Parsons and Ed McKerrick Time group president.
- 5 Ray Anderson, founder of Interface Inc., Time Warner president and COO Jeffrey Bewkes and guest, Anji Hunter, BP.
- 6 Laurie Benson, publishing director Time EMEA, actress and Global Cool activist Heather Graham, with guest Griff Leader, Mindshare.



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IAA – U.K. TALKS GREEN

The U.K. Chapter of the IAA tackled the subject of Green Marketing for the Business Community at its monthly Savoy luncheon in London. Panelists discussed how their marketing actions were changing to connect with consumer desire and business efficiency.

All photo identifications from left:

- 1 Nigel Ponder and Sophie Potter—both SKY NEWS/National Geographic Channel and Michael Lee, Lee & Steel / IAA Worldwide.
- 2 Michael Toedman, Businessweek and Ellen Ferrar, BT Global Services.
- 3 Rob Walker, Just Media and Greg Roberts, Ogilvy.
- 4 Rod Banner, Banner Corporation and Andrew Sibley, Cisco.
- 5 Carl Cullingford, International Graphics Press, Steve Middleton, National Geographic and Shane Cunningham, Financial Times
- 6 Peter Whitehead, Financial Times.
- 7 Simon Shipley, Intel.

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PEOPLE AND PLACES





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16



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18

IAA NEW YORK CELEBRATES BOLLYWOOD

The New York Chapter of the International Advertising Association (IAA) transformed the Pierre Hotel to an Indian Palace — complete with sitar music, strewn rose petals, and a ceremonial mendi to Ganesh, the elephant-headed god — for their annual Winter Ball. Indian entertainment and cuisine followed, while monies were raised for various Indian charities. Nearly 400 people from the international marketing community attended the event.

(All photo identifications from left.)

- 1 Mike Paradiso, CA.
- 2 Verushka Spear, Discovery Networks International.
- 3 Trevor Fellows, Bloomberg.
- 4 Rhona Murphy, Newsweek.
- 5 Jason Webby, The Economist and Barbara Basney, Xerox.
- 6 Kal Amin, Google.
- 7 Adnan Brankovic and Sean Sympson, both Initiative Media.
- 8 Ed Erhardt, ESPN and David Carey, Condé Nast Portfolio.
- 9 Lekha Rao and Jeff Stevens, both Petry Media.
- 10 Andrew McLean, Mediaedge:cia surrounded by bevy of Indian beauties.
- 11 Mike Piluso, Lenovo and Penny Scott, Time.
- 12 Daryl Rand, CBS Outdoor/Harrison Advertising and Neelam Deo, Consulate of India.
- 13 Erik Fidel, CNN International; Emma Siggins and Mike Vaughton—both Eurosport.
- 14 Nancy Wiese, Xerox and Steve Howe, Financial Times.
- 15 Mark Ingall, Citibank and Rik Gates, Businessweek.
- 16 Taylor Gray, Time and Steve Giannetti, National Geographic.
- 17 Michael Monheim, Axel Springer and Michael Hines, Zanox.
- 18 Claire LaRosa and Warren Ho, both New York Times.
- 19 Chris Theodoros, Google.
- 20 Evan Blank, Dow Jones and Abby Barnett, Bank of America.

all hyped up in shanghai

Hype matters. A lot. Hype might even be all we have left in a world where issues of substance tend to be ignored in favor of the miraculous branded moment of “right now.” The new Shanghai is right at home in this Attention Deficit world, and that is part of why it attracts so much hype at the moment. But dive deeper and one finds that behind all this hype is some substance, a fact that remains true even after the new shiny veneer of this city is stripped away to reveal its many layers, revealing a posse of Canadian immigrants who hold sway over large segments of “Cool Shanghai” — a mysterious result of reverse immigration!



If you like building sites, Shanghai is your city. Although slightly fewer cranes litter the city today than before (they're all in the Middle East now) the fact remains that Shanghai is a boomtown, sucking up people, resources and power at an ever increasing rate. Pudong, which was a farce only 10 short years ago, is now a gleaming metropolis, complete with its own suburbs stretching down the Hangpu river. The city gleams under the neon bulb of progress and has gentrified rapidly, with results especially evident in the last three years. Designer shops litter the city and a new vibe of creativity permeates the nightlife and fashion. Now if only they could do something about that nasty, choke-inducing air.

Arrivals

There's a Shanghai legend that says if you turn on your laptop while riding the highly-hyped Maglev train as its leaving the station, the electrical charge will erase the contents of your memory drive. While that's unconfirmed, the real reason to skip the train is that it drops you in a random part of Shanghai, making the journey to wherever you are staying that much more annoying, especially during peak gridlock times. So the better option is to arrange a driver for an airport pickup. Try **Mr. Niu**, a local fixer without much English experience but who drives a nice car and is very polite. If he is booked he can arrange others to pick you up in a gleaming Camry or Buick (door 10 exit is the best) for a relaxing ride into town. +86 138 1608 8591

Where to Stay

Although everyone talks about Pudong, and its easy to admire the beautiful **Grand Hyatt** and **Shangri-la**, its not really the place to stay if you can help it. Far more fun is to be had in Puxi, near the central People's Square and the urban heartbeat of the city. **Jia Shanghai** has recently opened and offers luxuriously appointed rooms in the tradition of Philippe Starck in a well located small hotel. For the more corporate set, the new **Le Meridien** offers fantastic facilities, rooms, and location, making it the hard to beat option.

Soon everyone will be ditching all of that to

flock to the new **Park Hyatt**, which will move the center of gravity up to the 79th floor as one of the world's highest hotels when it opens in 2008 at the new **Shanghai World Financial Center** in Pudong. The stunning hotel features an array of designer luxuries and ridiculously appointed rooms in a “vertical city” that rises 101 stories into the clouds.

Food

xiao long bao. Everywhere you look, the signature dumpling of Shanghai is worth every mouth watering soup-and-mystery-meat-filled bite. Some describe it as an inside out helping of matzah ball soup, but either way it remains worth the experience. Restaurants in the **Xintiandi** food district offer surprisingly good xiao long bao, and the noodle and cooking shops between **People's Square** and the **Bund** have various delicious versions of the magic dumpling. For other restaurant advice, we dropped in on **Carson Block**, co-author of the new *Doing Business in China For Dummies* (part of the series) for his inside tips on the food scene: “**Di Shui Dong** (several restaurants) is awesome Hunan food. It is cheap as hell and very popular with both locals and foreigners. Basic, basic décor. **Laris** is one of the few world class restaurants in Shanghai. Fusion food. **South Beauty** is part of a chain from Beijing with high-end Sichuan food. Decors are all high end, but theme varies from location to location. I wouldn't say this is touristy, but it's more foreigner-friendly than a lot of Chinese restaurants. Reasonably pricey for Chinese.” And for that late-night food fix, we couldn't forget **City Diner**, which offers milkshakes, hamburgers and speed wifi, even if the service is the opposite.

Activities

If you're trying to get in on the booming Chinese contemporary art scene, head down to **Suzhou Creek** to check out some of the Chinese warehouse galleries making money hand over fist. From **Zhang Huang** to up and comers like **Xu Zhen**, this is where the big money is sprouting in the Chinese art world.

With all the cultural ferment, there has to be at least one bar that is so crazy and underground to make you believe in youthful revolution. If it exists, you don't know about it,

because its likely in a no-name suburb far from the international areas of the center of the city. One local favorite that approaches this ideal is **Logo**, situated in the southern end of the city and far enough off the beaten track to detour the hordes of tourists tramping through stretches of bars overlooking the Bund on any given night. Michelle Garnaut's **Glamour Bar** remains a Shanghai institution and a must see, if only for the fabulous moment that it imbues on your experience, but Logo is where you go for dirty, rampant partying in a smoky atmosphere with cheap wine and DJs who specialize in things like “noise art” and minimal techno. It rocks, and so do their live music nights, which feature random acts like **MIAMI**, a twin-set of Japanese girls from Shibuya with an amazing sound that epitomizes cool cultural rebellion and complete lack of knowledge about musical instruments.

For the late night set, clubbing in Shanghai continues to get better and better — we like **Mint** (less pretentious than some other locations with fewer working ladies) and **Club Deep** — which specializes in thumping, pumping, grinding house music that will leave your ears ringing until next Tuesday.

With all that hype, a hype-filter may be in order to help navigate the city, and that comes in the form of **Shanghaist.com** — a wonderful part of the 1st collection of city blogs around the world. Shanghaist cuts through the riff-raff and does a good job of pinpointing what is worth checking out in this gigantic, rapidly evolving city. Sure, you can shop till you drop, but even the locals know its better to head to Hong Kong to avoid the stiff luxury duties that come with international goods in China, and in this day and age of lead-laced local goods, buying the knock-offs just doesn't have the appeal it once did. So do what they always did in Shanghai — eat and drink your way through the city, confident in the knowledge that it is cooler and hotter and slicker than ever before, and thus, maybe, so are you. If you believe the hype, that is.

Stan Stalaker is the founder and creative director of Hub Culture Ltd., a movement with a suite of activities focused on content development, private social networks and global experiences. He can be contacted at stan.stalaker@hubculture.com.

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