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FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

NUMBER

2012

61

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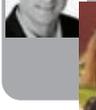
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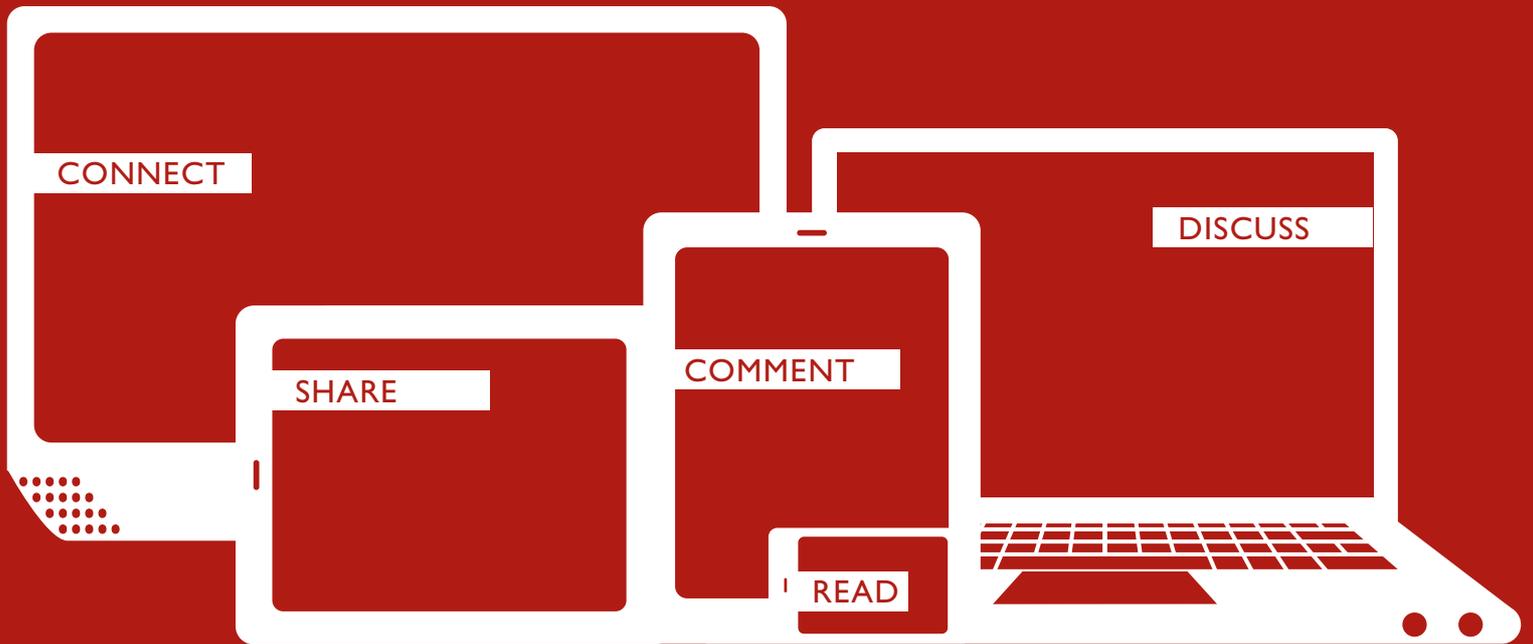
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ABOUT THE INTERNATIONALIST

The *Internationalist* connects *people and ideas* in international advertising, marketing and media. Now in its ninth year, it is a trusted source for international best practices and is dedicated to the business needs and challenges of international marketing professionals as they participate in multinational branding and campaign building. The *Internationalist* is IN PRINT, ONLINE and IN-PERSON—through Think Tanks, Awards and Summits—all to better serve the needs of this community.



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Digital Adaptation

Stephen Quinn, CMO of Walmart recently remarked after taking on the added role of this year's ANA Chairman, "In this fast changing world, it is not the biggest, strongest or even the fastest who will survive. It is the most adaptable."

He added that "growth is a precious commodity worldwide right now. It's been said that 'if you don't like change you're going to like irrelevance even less.'"

Without question, there are extraordinary transformations now occurring throughout the world that are dramatically shaping the role of marketing. Customers are changing as they wrestle with reset economic expectations throughout much of the world. They are also holding brands and companies accountable for the changes in society that result from a marketing footprint — whether it be the kinds of entertainment marketers support through advertising dollars or the sustainability of business practices.

Nonetheless, those marketers who do manage to adapt are recommending the following:

1. "Doing Good" is today's rallying cry for marketing practices and business results.
2. Social media is increasingly at the heart of new programs and discoveries.
3. There's greater willingness to admit marketing mistakes in a fast-changing world.
4. Having a global perspective is unquestionably a business necessity.
5. Being brave and taking bold risks is now critical to achieving success.

Given the results from **The Internationalist's Fourth Annual Awards for Innovative Digital Marketing Solutions**, we're seeing greater sophistication in using a wide variety of online platforms, along with more truly global executions. Perhaps digital marketing savvy is starting to leapfrog like the technology itself. There is a revolution occurring in content, so that commercial messages must be adapted and coordinated across paid, owned, shared and earned media. It is clear that marketers are working very hard to embrace and master the media opportunities that these vast sectors represent.

At some point in the future, we're assuming that all of our marketing and media awards may be grounded in digital solutions — without reference to "traditional," "old," or "new" media. However, right now, as we all do our best to adapt, these winning case studies from all over the world are not only inspiring, but their results-oriented solutions are well worthy of commendation. No doubt they'll even spark a few ideas that just could answer your own digital challenges.

Deb Malone
Founder

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 OF A COUNTRY'S POPULATION
IS ONE THING
 BUT REACHING THE RIGHT PEOPLE
IN THE RIGHT PLACE
IS OUR THING



*source: ma 2012/II



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Top Marketers Share Strategies for Brand Growth and Results Now

One of the best places to garner marketer trends is the ANA's (Association of National Advertisers) Annual "Masters of Marketing" Conference. The event, the largest to date in the organization's 102-year history, highlighted important messages from some of marketing's top voices—whether global leaders or upstarts.

Five key trends emerged from the case studies and guiding principles shared by such industry notables as **Marc Pritchard**, Global Marketing & Brand Building Officer of Procter & Gamble; **Kimberly Kadlec**, Worldwide VP of the Global Marketing Group of Johnson & Johnson; **Neil Golden**, SVP & CMO of McDonald's USA; **Alfredo Gangotena**, CMO of MasterCard Worldwide; **Luke Dowdney** MBE, CEO & Founder of Luta Limited; **Jim Farley**, Group VP of Global Marketing, Sales and Service of Ford Motor Company; **Keith Weed**, Chief Marketing & Communications Officer of Unilever; **Lisa Cochrane**, SVP of Marketing of Allstate Insurance; **Alison Lewis**, SVP of Marketing, North America of Coca-Cola; **Luc Bardin**, Group Chief Sales & Marketing Officer & Group VP of BP.

The trends include:

1. **"Doing Good"** is today's rallying cry for marketing practices and business results.
2. **Social media is increasingly at the heart of new programs** and discoveries.
3. There's greater willingness to **admit marketing mistakes** in a fast-changing world.
4. Having a **global perspective** is unquestionably a business necessity.
5. **Being brave and taking bold risks** is now critical to achieving success.

The notion of “doing good” was woven throughout all marketer discussions as social transparency intersects with social responsibility in today’s consumer or user driven world. From P&G’s emphasis on “purposeful branding” to McDonald’s “marketing for good,” it’s clear that a more complex digital world is also becoming a more “human” one that allows businesses to be better built through connections that matter.

MasterCard Worldwide’s CMO **Alfredo Gangotena** told the audience, **“Make the world a better place. Work as hard as you can on your brands and communication to focus on what is positive.”**

Johnson & Johnson’s Worldwide VP of Global Marketing, **Kim Kadlec** offered emotional examples of how her company’s marketing has transformed by connecting with all of its constituents differently. Among the many emotional examples shared were initiatives that provide peer education when living with HIV, encourage children’s play to fight obesity, support India’s “Kishori” Program for menstrual hygiene practices, and a commitment to overcome the

shortage of nurses through a campaign that not only raised money, but helped people feel good about the profession.

It was **Keith Weed**, Chief Marketing & Communications Officer of Unilever, who presented the industry’s most comprehensive program for driving consumer-led growth that is economically, environmentally and socially sustainable. His discussion of “Crafting Brands for Life” embeds sustainable living through a new marketing strategy. At the heart of this dramatic, large-scale project are two pivotal elements:

It is not a “CSR” (Corporate Social Responsibility) program. In fact, Unilever dismantled their CSR department to demonstrate that “crafting brands for life” is not an “add on,” but an essential part of the Unilever ethos.

The marketing department needs to be the lead for sustainability. This may mean that an organization needs to be realigned, but it certainly requires an entirely new strategy to reinvent marketing that changes how people engage with brands.

Luke Dowdney MBE, CEO & Founder of Luta Limited training-wear for the sport of boxing, is a new marketing voice and one with a distinct message. He has pledged to give 50% of Luta’s distributed profits to Fight for Peace, an international non-profit organization based in Rio de Janeiro that helps young people realize their potential in communities that suffer from crime and violence. According to Luke Dowdney, **“Luta doesn’t just donate money to a good cause, it lives that cause in everything it does within the marketplace.”**

Interestingly, much of business’ need to demonstrate it is providing greater good is a result of living in a social media world. In turn, our social world is also dramatically reshaping how marketers think about their craft. **Jim Farley**, Group VP of Global Marketing, Sales and Service at Ford shared how social media has become so great a game-changer that it contributed to keeping the company alive.

He said, **“When you’re going out of business, you’ve got to make some big bets. We had**



Marc Pritchard,
Global Marketing & Brand
Building Officer of Procter
& Gamble



Kimberly Kadlec,
Worldwide VP of the
Global Marketing Group
of Johnson & Johnson



Neil Golden,
SVP & CMO of
McDonald’s USA



Alfredo Gangotena,
CMO of MasterCard
Worldwide

to save the company and eliminate waste, then put that savings into consumer-facing media. We bet on prelaunch and social. We're a brand of the people. Authenticity is the currency of today's marketing."

Farley described how the investment in pre-launch enabled people to opt-in for a new product through social media self-selection before the start of traditional advertising. It began with the introduction of the Ford Fiesta into the US from Europe. The brand had no awareness and no budget. However a program launched with young "Fiesta agents" and 100 cars showed Ford the scale and success of social media. Not only did the experiment result in 60% name plate awareness before any ad was run, but the program is being applied to the whole brand globally.

Alison Lewis, SVP of Marketing, North America of Coca-Cola advised the audience to recognize that the new "first screen" may actually be social and mobile. She shared how Coca-Cola used the "second screen" to drive scale during the Super Bowl when they estimated that 60% of the game's 111 million viewers would be using a mobile device or tablet during the game. To have viewers engage with both screens, Coca-Cola's beloved polar bears hosted their own Super Bowl party, the Polar Bowl. Prior to the Big Game, Coke sent digital messages and ran TV ads to encourage consumers to RSVP on Facebook for the event.

Through animation and digital technology, the bears reacted to the game, as well as ads, consumer tweets and Facebook messages—n real time. One bear cheered for the New York Giants, while

the other supported the New England Patriots. The experiment was a resounding success, with 9 million consumers across various platforms checking in on the bears' antics. Viewers spent an average of 28 minutes with the Polar Bowl, while Coca-Cola also saw its Twitter followers grow by 38% during a four-hour period. Or as Ms. Lewis commented, "Not bad as a "campaign first" for digital, real-time advertising from a webcam from the arctic!" In a fast-changing, always-on world, experimentation is important, but not all efforts work positively for every brand. Many marketers shared lessons learned from miscommunications or no communications.

Kim Kadlec admitted that sometimes Johnson & Johnson doesn't get it right. She shared how a shortage of OB tampons in Canada caught social

media attention. (The shortage was so severe that OB showed up for \$250 a box on eBay.) Initially, J&J didn't say such. Then they simply said there'd been a shortage. Customers were furious.

So J&J created a true personal apology to Canadian customers. They sent an e-card from a crooning male singer who not only took responsibility for the problem, but incorporated the customer's first name into the song a dozen times. It ended with a coupon for OB. J&J created 65,000 unique apologies and received 27 million unique video views. Most importantly, women got their product back and J&J had happy customers again.

Marc Pritchard reminded the audience to focus on the consumers' truth, rather than the "truths" we sometimes create for



Luke Dowdney,
MBE, CEO & Founder of
Luta Limited



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What do 10 Million Japanese Consumers Have in Common?



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Total circulation (copies)

YOMIURI	9,931,332
ASAHI	7,674,406
NIKKEI	2,985,287
WALL STREET JOURNAL	2,024,000
NEW YORK TIMES	928,000

Sources: Japan Audit Bureau of Circulation (ABC) average of Jan.-Jun. 2012
 WAN "World Press Trends 2010" Note: Circulation of weekday edition

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brands. He discussed how Pantene, one of P&G's most successful brands of the 80s, faltered by moving away from brand truth. The famous Kelly LeBrock spot, "Don't hate me because I'm beautiful" tapped into an essential truth that women feel bad about the damage they do to their hair to look good and want to nourish it. Pantene drifted away from this initial insight, which proved to be a mistake for the brand. They have now resurrected this core truth that connects to essential product benefits with new Eva Mendez spots. Pantene is seeing an improvement in store distribution.

Neil Golden, SVP & CMO of McDonald's USA shared his thoughts on how even some of the most admired brands get detractors. **"Misperception"** he said, **"can become customer's reality."**

He asked, **"How does a brand close the gap between customer perception and company reality?"** According to Mr. Golden, **"McDonald's stands for great-tasting quality food, great people, and strong community partnerships. The brand is committed to doing what's right for all customers and offers more variety and balance in its menu than ever before. But as the industry leader, its reputation is frequently called into question."**

His advice to the audience: **"Market the character of your brands with same discipline as your products. A brand must stand for something. Be known for what you stand for with substantial positive, genuine actions. We can leverage our scale and use our impact for good. Last year, for example, we**

made a public commitment to champion children's well-being. There is something changing in marketing, and that is how we do good. This must resonate through the fabric of the entire company. How does a company the size of McDonald's do this? We just listen to the customers."

However, there are also tragedies of huge human proportions that can affect brands. In a clearly difficult and emotionally-moving discussion, both **Luc Bardin**, Group Chief Sales & Marketing Officer & Group VP of BP and his agency partner of 33 years, **John Seifert**, Chairman & CEO of Ogilvy & Mather, talked about the company's history, ethos and marketing in the aftermath of the Deepwater Horizon incident in the Gulf of Mexico. They shared how BP, a company that prided itself on a company culture of generosity and responsibility, experienced one of their lowest levels of employee turnover throughout the course of the incident as their people pulled together to help in every way possible. Plus partners like Ogilvy showed extraordinary support and determination to aid BP in helping the people of the Gulf.

What lessons did they have for other marketers? **"Believe in your culture — if you have a culture that believes the right things and stands for something and are prepared to live by the values, you can get through,"** said John Seifert. BP's Luc Bardin shared, **"Every relationship you have, just think about how you can push them forward to create true partnerships."**

Equal to being forthright about mistakes was the acknowledgment that marketers must be brave enough

to take bold risks in their brand communications strategies. One of the most memorable examples was the presentation by **Lisa Cochrane**, SVP of Marketing of Allstate Insurance who suggested that marketers shouldn't be afraid to jump in to the mayhem.

Ms. Cochrane introduced the character of Mayhem to change the conversation and create head-turning advertising during the recession. Played by actor Dean Winters, sporting a business suit and fresh bruise or bandage in each commercial, Mayhem personifies the incidents that can occur to drivers—from collisions to storm damage to blind spots.

Her advice? **"Comfortable is boring. Make a mess. Start some mayhem. Do something different. We were a trusted brand, but no one was talking about us. It wasn't enough. We're in a category that no one wants to think about. Insurance inertia is hard to overcome. We had to take back the conversation by starting with the truth and keeping to our core values."** Not having the right coverage when you need it, can cost you a lot more.

She also admitted that Mayhem almost didn't happen. **"There was no copy testing or focus groups. We went with our gut. I asked, 'Would I want to watch those ads?' We wanted to turn heads."**

Her final line may be the rallying cry of this year's Masters of Marketing event—**"Don't be afraid to jump into the mayhem—provided you hold on tight to your brand's core values, especially in time of uncertainty. If you stick to the truth, Mayhem can be your friend."**

GLOBETROTTERS

from the blackberry of deborah malone



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

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



Pictured left to right: André Freiheit, David Oliver, Rob Walker and Colin Smith

G+J + OSP = NEW UK VENTURE

In an interesting move this fall, German publisher Gruner + Jahr acquired the London-based independent international media sales organization, OSP, Oliver Smith & Partners,

established by **David Oliver** and **Colin Smith** in 1988. OSP works

with media in 50 countries, but prior to the new venture did not represent any G+J titles. In fact, Gruner + Jahr operates a wholly-owned international media sales network in Europe with a London office, G+J Ltd, run by Managing Director Rob Walker.

When asked about the venture, **André Freiheit**, Gruner + Jahr's Director of International Media Sales offered a number of insights. He admitted that international ad sales is often considered a "niche business" within strong domestic companies. To grow the percent of revenue derived from international, he believes that an expanded, quality sales network with a greater diversity of titles from around the world is a viable formula for the future. According to Freiheit, "A good portfolio and a talented team with a strong reputation provide the greatest opportunities in today's market."

A keen observer of industry trends, Andre Freiheit also noted that London media agencies are increasingly looking for multiple country solutions with cross-border efficiencies, rather than a focus on a single market. "We want an offer that responds to advertiser needs through knowledgeable representatives who understand many markets and a myriad of media options. My goal is to become Europe's leading sales

network for quality media, which includes G+J products and the top offerings of other publishers."

And with OSP, they are well on their way on a plane.



DIGITAL GURU MICHAEL DONNELLY NOW AT MASTERCARD

Michael Donnelly has been focused on Digital Marketing since 1998. His new role is SVP, Group Head Global Digital Marketing at MasterCard Worldwide where he is insuring that all Emerging Media plays

an integral role across global communications plans as the giant delivers on its vision of "A World Beyond Cash."

Michael was with The Coca-Cola Company for 6 years where he led a team responsible for the largest brand page on Facebook and the #1 food/beverage brand on Twitter. Earlier, he spent 9 years with Johnson & Johnson where he led the Interactive Marketing Center of Excellence and focused on developing an incoming pipeline of emerging media opportunities and on creating a community for marketers to test, learn and share experiences.

DAVID CLARK TO PRESIDENT OF THE WEATHER CHANNEL

Dave Clark will not forget the start of this new role as President of The Weather Channel. He began the job as Hurricane Sandy hit the east coast of the US.

Perhaps there is now a new expression for "trial by fire," but he now oversees all aspects of programming, strategy, and operations for the television network, including live and long form programming.

Before working for MSG, Dave served as general manager of the Fuse network, where he built a news division and greenlit



several original series. He was also founding member of JOOST.com, an aggregator of premium video. Prior to that, he served as the vice president of global marketing partnerships for MTV Networks. He also had a stint as chief operating officer of Shanah.com, an e-commerce site, and at Simon & Schuster.



JOHAN BOSERUP NAMED GLOBAL CEO OF GROUPM TRADING

Johan Boserup will join WPP's GroupM in early 2013 with responsibility for the largest media buying portfolio in the world. He will sit on Group M's Global Executive Committee and will report to

both Juergen Blomenkamp, a member of the global executive committee, and Dominic Proctor, Global President.

Considered one of the most experienced global media traders in the world, he joins GroupM after 17 years with Omnicom Media Group - serving for the past five years as the Worldwide Chief Trading & Accountability Officer, responsible for media buying across the group. Alongside his trading experience, Johan has a background in digital media. Of Danish origin, but now a resident of the UK, he started his agency career at OMD and Omnicom Media Group in Denmark and the Nordic region.

MEDIA CHANGES IN BRAZIL

Brazil's **Ricardo Mariani** has taken on a new role as ESPN expands its local footprint in Sao Paulo in advance of both the 2014 World Cup and the 2016 Olympics. Ricardo is now Senior Ad Sales Manager at ESPN after serving as International Ad Sales Manager at Editora Abril, a division of Grupo Abril, Brazil's second largest media conglomerate.



Alex Stevens, formerly in an international marketing role at Abril, has now taken on the International Ad Sales Manager role. Editora Abril publishes the weekly newsmagazine, *Veja*, along with other titles like *Exame*, *AnaMaria*, *Viva*, *Nova*, *Placar*, *Claudia*, and *Exame*, as well as the Brazilian editions of Disney comics, *Cosmopolitan*, *InStyle*, *Men's Health*, *Women's Health*, *Runner's World*, and *Playboy*.



Grupo Abril has a partnership with Brazilian TV-channel HBO Brasil, Cinemax, Sony Entertainment Television, Warner Channel), ESPN Brasil, Bravo Brasil, Eurochannel, Country Music Television and MTV Brasil (a joint venture with the American conglomerate Viacom).

JAPAN'S INTERNATIONAL MEDIA COMMUNITY....

Shinya Mizoguchi, The Asahi Shimbun



Ritsuya Kaminaga, Nikkei Business Publications



Tomonari Morisue, Kayoko Norishima and Kaz Kuniya—all Yomiuri Shimbun



Dentsu International Media Group

The Internationalist Awards for Innovative Digital Marketing Solutions

Use of 2nd Screen; B2B Wins Big; Mid East Shows Power of Youth; Responsible Branding Critical

On November 27, atop New York's Times Square, some of the world's best and brightest advertisers from around the world gathered to celebrate outstanding case study winners in the 4th Annual Internationalist Awards for Innovative Digital Marketing Solutions. The Winners Gala was produced in association with BBC World News, the Financial Times and Publicitas. Wayne Arnold, Co-Founder and Global CEO of Profero, and recently named an Internationalist Innovator, served as Jury Chair and as one of the evening's hosts.



Two Grand Prix winners were announced. **Coca-Cola Polar Bowl** submitted by Starcom MediaVest Group showed inventive use of the phone and tablet in concert with television, which may be shifting our thinking of the “2nd screen” to a primary focus. **Diageo's Smirnoff Nightlife Exchange Project** not only recruited a community of 10 million people across the globe to generate true social media scale, but provided unique occasions and tools for consumers to locally re-invent nightlife experiences from around the globe through a co-creation program in 50 countries.



KFC Arabia's Super Fans campaign won the Best Campaign for a Fast Growth Market given the extraordinary success the brand has demonstrated in connecting with Middle East youth.

B2B campaigns- particularly from Boeing, IBM, Xerox, GE, NYSE Euronext, Avaya, Dell, DuPont and Intel demonstrated levels of innovation traditionally associated with consumer marketing strategies.

OMD on a worldwide basis showed the greatest number of wins. Strong performances were demonstrated by Starcom MediaVest Group, PHD, Initiative, McCann, Ogilvy and TBWA.



Two Japanese OTC Brands—Drewell for Insomnia and Kazemill for colds—demonstrated how innovative use of technology, combined with social media, can literally recreate a brand's value.

The Internationalist's Awards for Innovative Digital Marketing Solutions are an outgrowth of The Internationalist's Awards for Innovation in Media and an acknowledgment of how today's marketing strategy is affected by the media and technology revolution in a Post-Digital Age. Our goal is to honor great strategy that also brings results. Unlike many awards that cite the best in a single category, The Awards for Innovative Digital Marketing Solutions enable all case study entries to be scored as examples of worldwide best practices, based on total number of points.

To see the complete list of winners, go to: www.internationalist-awards.com.

Among the insights gleaned from this year's case study winners are the following 10 Trends:

- 1. Global.** Given that we live in a digital age or perhaps post digital age, more campaigns than ever now have truly global sweep—whether intended or not.
- 2. B2B** campaigns are doing well in the digital world and show that they have understood B2C thinking.
- 3. Mobile applications** without question are on the rise.
- 4. Gaming cannot be underestimated**—in both serious messaging and in entertainment.
- 5. The power of Branded Content** is being embraced by advertisers, especially in the digital space.
- 6. Social media elements are critical.** They play an ever-increasing role in successful campaigns today. Community Matters.
- 7. A Seriousness of Purpose** comes through in many of these campaigns, as does the notion of responsibility and giving back.
- 8. Don't hesitate to Educate.** Many consumers want greater knowledge or more information... yet they are most intrigued by when such messages are compelling and meaningful.
- 9. Responsibility and Pride matter.** Although these elements go hand in hand in a more socially responsible world, they can also work to motivate.
- 10. Recessionary thinking still fuels strategy.** The values of consumers and businesses have changed. Economics are always top of mind now... yet clever strategies can turn recessionary concerns to advantage.



Side Photos: 1. Jury Chairman and Innovator Wayne Arnold with Erica Rosengart, SVP/Group Client Director- Starcom MediaVest Group; 2. Deborah Malone, The Internationalist with Michelle Klein, Vice President Global Marketing- Smirnoff; 3. Kristi Rabska, DraftFCB; Jim Newcomb, Boeing; Wayne Arnold; Eugene Varnado, DraftFCB; 4. Andrea Suarez, IPG Mediabrands with Tim Hart, Financial Times; 5. Rushna Waseem, OMD with John Williams, BBC; 6. Wayne Arnold with Steve Williams, President of PHD New York and Innovator; 7. KFC Arabia & Initiative Team- Mauricio Sabogal, Global CEO- BPN/IPG Mediabrands; Hesham Tahssin, Regional Marketing Director KFC- Kuwait Food Company (Americana); Adel Mounib, CMO- Kuwait Food Company (Americana); Ghassan Harfouche, CEO- MCN; Ziad Ghorayeb, Group Director, Digital- Initiative Dubai.

Grand Prix

Coca-Cola "Polar Bowl,"
Starcom MediaVest Group

Coca-Cola Polar Bowl showed inventive use of the phone, tablet and computer in concert with television, which may be shifting our thinking of the "2nd screen" to primary focus.

The Super Bowl – THE pop culture event of the year and the largest social TV event recorded to date – was the perfect opportunity to bring Coca-Cola's iconic polar bears to life and participate in shared moments of angst, celebration, humor, and happiness-- especially now that Super Bowl TV viewers stay within "arms-reach" of their laptop, mobile or tablet device during the broadcast.

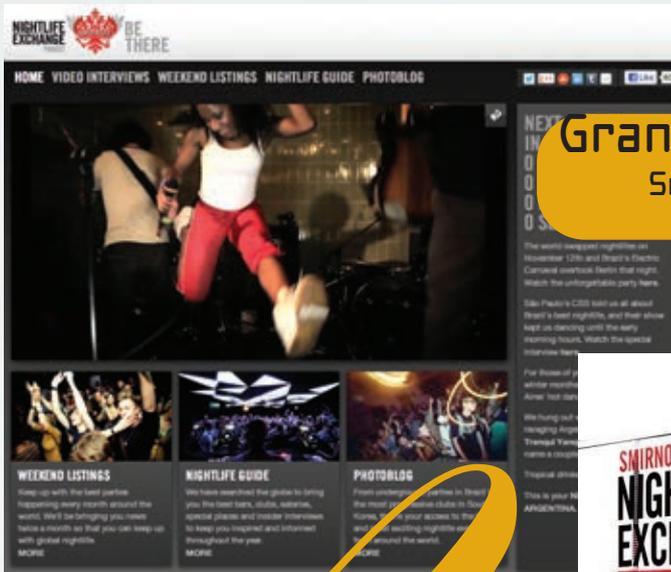
SMG partnered with Wieden + Kennedy and Coca-Cola to launch the "Coke Polar Bowl," a real-time, second-screen experience in which consumers watched the game right alongside the polar bears. The two animated bears, one sporting a red scarf in support of the New York Giants, the other wearing a blue and grey scarf for the New England Patriots, reacted in real-time to what was actually happening in the game, off the field and during commercials. The polar bears became just two more friends to watch the game with-- reacting to the action just like you.

The livestream experience worked seamlessly across Facebook, YouTube and Twitter, enabling frictionless interaction with the content. The Polar Bowl was easily discoverable through the Super Bowl

conversation taking place on these channels. Users could engage with live tweets from the polar bears and share video clips of the polar bears' game reactions with friends. The polar bears would even interact directly with participating fans, proudly displaying their 'PawPads' to show fans they were receiving all of the pictures and tweets.

Coca-Cola was able to capitalize on the social element of an important pop culture TV event by driving conversation and a unique participatory experience across touch points. Their approach to personifying the beloved polar bears, getting consumer involvement, and dynamically tailoring their message to real-time situations was revolutionary and game changing in how a brand breaks through the noise and clutter that exists around these iconic events.

The Giants weren't the only winners of Super Bowl 46 – Coca-Cola was a winner too! The Polar Bowl generated unprecedented levels of engagement, conversation and positive sentiment. The Polar Bowl livestream garnered an amazing 9MM total digital streams and 28 minutes of average viewing time, which far exceeded the 10 minute industry benchmark for live stream viewership. Additionally, the Coke Polar Bowl catapulted Coca-Cola into the cultural conversation like never before.



Grand Prix

Smirnoff (Diageo), "Nightlife Exchange Project," Profero



As the Global market leader, Smirnoff has the license to own the biggest category usage occasion: Nightlife. To stake a claim on something as big as 'nightlife,' the campaign needed to empower discovery by inspiring people all around the world to create great Smirnoff experiences that transform nightlife. And it had to do it in a way that was flexible enough to accommodate a wide range of local market situations — (from cultural to legal) — to deliver a truly global brand experience.

Smirnoff saw the opportunity to connect global nightlife lovers around the world and engage a massive global community to discover, share and swap the world's most original nightlife. They tapped into unique, local nightlife culture by creating an exchange program in 50 markets where local intelligence and inspiration can be shared. Smirnoff provided unique occasions and tools for consumers to re-invent their nightlife experiences through a co-creation program in 50 countries, called the Smirnoff Nightlife Exchange Project. Smirnoff turned to their fans to share their culture's best nightlife ideas, and in exchange they had the opportunity to experience the best of someone else's, across 50 vibrant and unique markets.

The Project built a global brand platform with massive scale. Smirnoff has recruited the largest

spirits community in the world. With global reach across 180 countries and in 16 languages, Smirnoff has one of the widest spanning social campaigns in the world that works seamlessly across real world and virtual environments unlike any other.

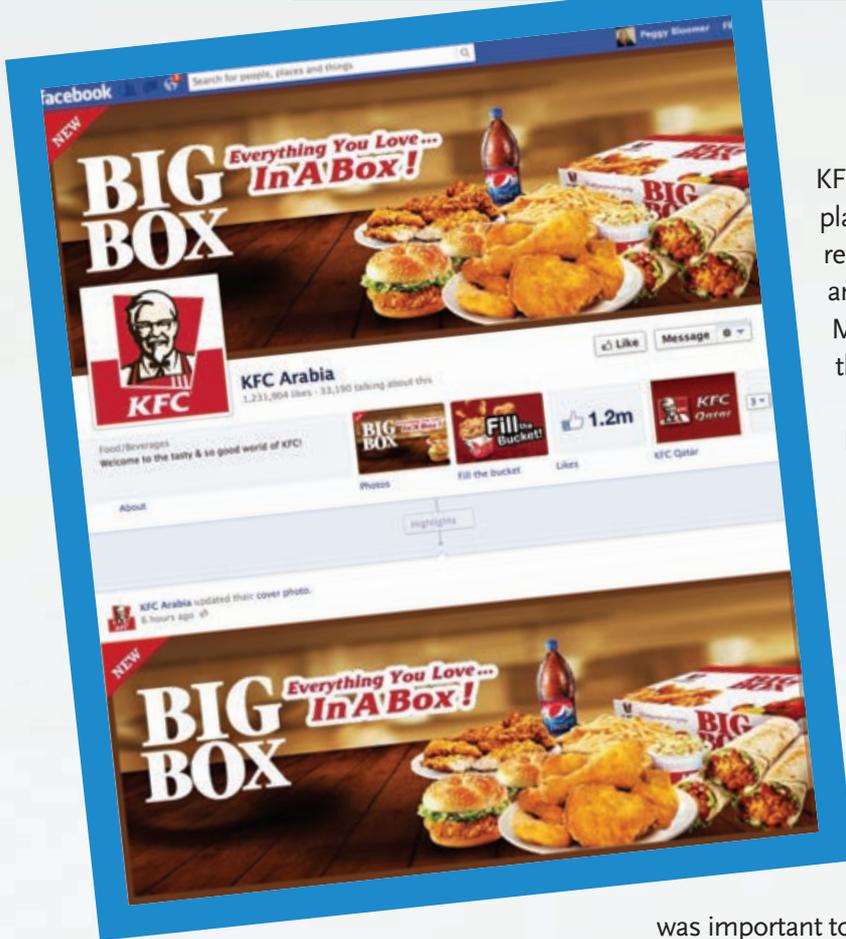
It also offered highly flexible local customization. The program was built with the ultimate flexibility in mind to allow each country to easily customize messaging to fit their local needs, languages, content, product availability, local drink preferences, local promotions and events, and critically accounts for the many legal restrictions each country has for spirits marketing. It's this inherent flexibility that enables our global scale to address all local needs while ensuring a consistent brand identity for Smirnoff across the globe.

Results:

- Community growth rate of 375% over the past 6 months, making Smirnoff the world's biggest spirits community, and on track to hit a goal of 10 million fans by year's end. Smirnoff is now the 40th largest brand Globally on Facebook, and in Brazil, Smirnoff is now the 3rd largest Facebook brand.
- One billion PR impressions over the course of the campaign generated incredible levels of buzz for the brand.

BEST CAMPAIGN: FAST GROWTH MARKET

Americana Group - KFC Arabia, "KFC Arabia Super Fans" Initiative UAE



KFC Arabia's challenge was not only to protect its place as the region's lead quick service chicken restaurant, but also to create brand love, especially among its core youth segment. Globally, 70% of Millennials say they always come back to the brands they love.

MENA (Middle East & North Africa) Millennials and Young Adults can be described as mobile, tech-savvy, and social – both online and offline. They are multitaskers who can squeeze 26 hours out of a 24-hour day by maneuvering multiple devices at once. Globally, 80% of Millennials report using two or more internet devices while watching TV, a trend that was especially apparent in the Middle East (having the highest smart phone penetration in the world).

Middle East Youths also want to express themselves, be heard, and learn from others. It

was important to make it easy for them to interact with KFC Arabia, each other, and the wider web community. Although the Youth target is always connected and wants to be heard, it doesn't mean they are always listening. They only absorb a fraction of what they hear, read, and see, because they live in a world of information overload. Getting their attention can be difficult.

In order for them to take interest in KFC, they required the equivalent of an awesome party that they wouldn't want to miss. This meant engaging them with killer content that they would want to consume and share with each other. The content needed to be interactive, fun, and authentic. It also needed to be accessible and shareable, no matter where the Youth consumer was – home, school, work, or out with friends.

One property stood out - Arabs Got Talent! AGT is a regional reality TV talent competition that was about to go into production for its second season. Its first season was ranked #1 for 11 consecutive weeks in 2010, even with the regional political uprisings that took place during that period. If we could link Arabs Got Talent to KFC's Fan Base in an engaging and interactive way, we knew that we could create Super Fans for a sustainable life-long brand love affair amongst MENA youths.

Response to the campaign was overwhelming. Not only did KFC exceed all expectations in recruiting Super Fans, but retail business results were exceptional in terms of traffic, transactions and overall sales. KFC Arabia is now the top-rated brand among MENA youth.

GOLD

Air New Zealand "Kiwi Skeptics" PHD Australia

New Zealand is a place that 52% of Aussies actively consider visiting.... Eventually. Its proximity to Australia and existing preconceptions mean it's a destination that "I'll visit at some point in my life," but "probably not right now." Air New Zealand wanted to change all that and prove to Aussies across the country that New Zealand is a must visit destination with something to offer even the most hardened "Kiwi skeptics."

Research showed that the most important moment to change attitudes was in the 'travel dreaming' stage when people are passively looking at travel options and thinking about their next holiday. This is when they received relevant and surprising content to disrupt their preconceptions. They would be retargeted later with the right retail message to convert attitude change into sales.

PHD also identified a group of Cash Rich Time Poor Explorers who represented the most valuable segment to convert:

- The 'Aussie Aussie' — typical Aussie who just sees New Zealand as a second grade Australia.



- The 'Bali girl' — urban youngster who thinks New Zealand is full of old people and sheep.
- The 'Hipster' — cool young fun loving guy who simply doesn't think New Zealand is cool enough.
- The 'Europhile' — culture loving foodie, who doesn't think New Zealand compares to Europe.

Webisodes were created to follow the journey of a real life example of one of the four typologies to prove why New Zealand had much more to offer than they previously thought. Media and creative tactics were harmonious, from the conception of the campaign. PHD not only successfully changed the minds of Kiwi skeptics across Australia, but turned attitude change into, as the Australians say, actual bums on Air New Zealand seats.

GOLD

Boeing "From Inspiration to Innovation" DraftFCB

From Inspiration to Innovation tells the stories of Boeing engineers and technologists who develop innovative solutions that literally change the world. United by the drive to do something important—to solve the next big problem, to develop something that has previously been considered impossible—these engineers share their passion for building something better in short video profiles.

The strategy is enhanced through sponsored events and supplemental digital content including an interactive 96-year history of the company's groundbreaking products and services, along with visually appealing company factoids.

The videos, event-derived content and supplemental materials are made available to the target audiences through multiple channels using the PESO model. The acronym sums up the types of available channels as Paid (advertising, sponsorship), Earned (third party media

placements), Shared (placements on partner-owned channels) and Owned (those channels

that are owned and controlled by Boeing). The campaign uses the company's owned media channels, including Boeing.com/stories microsite, a custom iPad app and the Boeing YouTube channel, as the primary hubs for the videos, posting to Twitter, Facebook and FlipBoard to drive viewership and engagement. This is in addition to paid, earned and shared media.

True to the company's engineering heritage, the simple model allows the company to plan and track its efforts and their respective impact over time. Regular reviews of metrics ensure that the team is placing the proper emphasis on the approaches which prove most successful over time.



GOLD

Canon Europe "EOS Adventure Project" PHD International, London



Canon EOS is a Digital Single-Lens Reflex (DSLR) range of cameras and lenses, which targets entry and mid-level DSLR users.

However, most entry level DSLR users do not know how to gain the full potential from their camera. For many, the technical jargon is overwhelming and reading the manual is time consuming and boring so "automatic mode" is the most likely default. Canon needed to find a way to help educate consumers to get the most out of their DSLR camera system in a fun and engaging manner. As market leader, Canon wanted to own the key consumer areas of EDUCATION and INSPIRATION to establish a point of difference from other key competitors.

Canon partnered with Yahoo/Flickr in 8 countries, to create and sponsor the 'Your Picture' editorial section (part of the Yahoo home page), this was a media first section of the site. By tapping into popular editorial we made the campaign accessible for everyday consumers. To engage more avid photographers, Canon started an EOS Adventure Flickr group, opening up a two way dialogue for users to ask their technical questions to a Flickr photography expert.

The overall strategy was to create an online brand experience using video tutorials to train, engage and inspire consumers. Plus a competition to win a safari holiday with renowned wildlife photographers Jonathan and Angela Scott added to the excitement. All this resulted in a tangible increase in Canon market share in key European countries.

GOLD

Coca-Cola "Arctic Home" Starcom MediaVest Group



The Coca-Cola Company rallied around an icon that both represented the Company as well as stood as a symbol of environmental threats – the Polar Bear. Coke created a program called Arctic Home, partnering with the World Wildlife Fund (WWF) to invite consumers to join them in protecting the threatened habitat of Polar Bears. Through donations from the Company and its consumers, Arctic Home would fund the establishment of a 500,000 square mile refuge in the Arctic – with each parcel of land attributable to an individual consumer donation.

The program began with a symbolic gesture directly from the Company – turning their red cans and bottle caps white for the first time in 125 years. This visual manifestation of their commitment to the cause served as a compelling call-to-action for consumers to donate via text or online.

GOLD

Frito-Lay "Farmville" OMD

To promote all natural Frito-Lay brands, OMD understood two critical things: First, peer recommendation and word-of-mouth were primary influencers in mom's decision-making. Second, as a consumer who had 'grown up digital', she expected transparency and opt-in marketing. A traditional ad campaign wouldn't be effective at capturing attention or driving credibility.



These facts led to a key insight: to succeed in changing perception, it would take an Online village of moms Advocating to other moms. To grow this online village, Frito-Lay went to Farmville, the world's largest social game. We could naturally integrate within the farm and reach the masses of Moms we needed. About 18 million Moms play each day!

For the first time, an in-game prompt suggested players find us on Facebook. Once there, they gained access to exclusive content: cooking webisodes from famous chefs, employee testimonials, and sweepstakes. They could experience a live event with Frito-Lay's world class chefs, all natural ingredients and products live streamed from a Frito-Lay kitchen in Times Square onto Facebook.

Most importantly, the results put Frito-Lay in the Guinness Book of World Records for the most Facebook likes in 24 hours! The response was huge! Our integration of social networking and gaming was incredibly effective at creating an instant online community for Frito-Lay and generating advocates for our new product. And most importantly, it resulted in sales growth and measurable change in consumer perceptions of Frito-Lay products.

GOLD

IBM "The Good Company Project" Good Inc.

Most commonly, people associate IBM with large businesses, when, in fact, IBM has a broad portfolio of affordable solutions geared toward helping medium size businesses succeed.

Together with GOOD (www.good.is), the leading online platform for thought leaders featuring the most creative solutions to our most significant challenges, IBM launched the GOOD Company Project – a quest to identify and celebrate 40 of the most innovative midsize businesses around the world, who merge profit with purpose (www.good.is/goodcompanyproject). Through videos, infographics, company profiles, as well as promotional partnerships with the listed companies and various Chambers of Commerce, business schools and nonprofits, GOOD and IBM accomplished three key goals.

First, by shining a spotlight on how these featured companies create jobs, drive innovation and accelerate progress in their industries, IBM reinforced its position that midsize businesses are truly the engines of a Smarter Planet in that they are the thinkers and doers that are driving economic growth. Second, through custom media units and video profiles, GOOD showcased midsize companies that are working with IBM and IBM Business Partners to work smarter. Third, IBM created a more robust online presence for its midmarket division by leveraging all of the content for its website and social media profiles – further engaging visitors with case studies, data visualizations, documentary videos and interactive polls.





GOLD

Twix (Mars) "Digital Pause" Starcom MediaVest Group

The TWIX brand in Australia found a relevant way to bring to life the brand's new global positioning of "Pause like you mean it" or taking a break in an always-on world. However, for most Australians, this is a territory that is synonymous with KitKat's "have a break, have a KitKat" tagline. Starcom

MediaVest needed to find a way to bring 'the pause' to life for TWIX; a way that was clearly different and could not be easily replicated by KitKat.

The target audience included heavy users of online video who immediately recognized the TWIX logo (two parallel sticks of TWIX chocolate that looked like a pause button logo) as an icon that they interact with on a daily basis. With a goal as extraordinary as replacing the pause button with a TWIX logo, Starcom also needed a partner that was equally daring. The launch of the new TV channel Eleven provided a unique platform and the perfect partner, who number "11" also looked like the TWIX parallel chocolates and pause button.

TWIX impulse sales grew at a rate that reflected double the category growth. But the most important result is the huge jump in branded recognition for TWIX's pause logo.

GOLD

Intel "iAd" OMD

In an amazing example of mobile solutions, Intel partnered with Apple to create "The Escape," an exciting, high-speed iAd that demonstrated the attributes of their 2nd Generation Core Processor Family. Intel took threads of narrative from "The Chase," an Intel-created, action-adventure video whose storyline takes place through a wide variety of program windows on a computer desktop. A YouTube sensation, "The Chase" was a natural starting point for extending the movie-style chase sequence into a mobile environment.

After the user clicks through a banner ad within an iPhone app, "The Escape" transports users into a world of action and suspense. The fate of the world is in the user's hands as he/she is transformed into an action hero and takes off on an Intel-powered adventure to escape and defeat enemies.

The end result was a wholly original and engaging iAd, a highly interactive, mission-based game in which the user controls a femme fatale who has four missions to ultimately defeat her enemies. Intel's processors play a vital role in empowering users to triumph in each mission.

"The Escape" blurred the lines between content, gaming and advertising for an inescapably engaging experience.



GOLD

McDonald's "Happy Meal" OMDi London

The iconic McDonald's kids' Happy Meal was starting to look a bit glum. The all-important accompanying toy had lost its incentive and fun factor for today's digital native kids. Plus, stringent European regulations, now meant that advertising to children was more challenging than ever!

The solution was the Happy Studio, an imaginative, interactive and educational website that included a role for parents, too. This new McDonald's online world was free to all, and both kids and their parents were critical to the success of the project. Children across Europe were made aware of the launch through TV, and were also driven to Happy Studio through gaming and entertainment sites. Adults were kept abreast via an engagement program designed to reinforce the safety features, as well as the educational and fun benefits for their family.

The effect of Happy Studio's launch on McDonald's business was immediate. Not only did Happy Meal sales increase during the launch period, but kids loved the site with 82% planning to revisit. Their parents gave Happy Studio a top ranking and admitted the site earned their trust.



GOLD

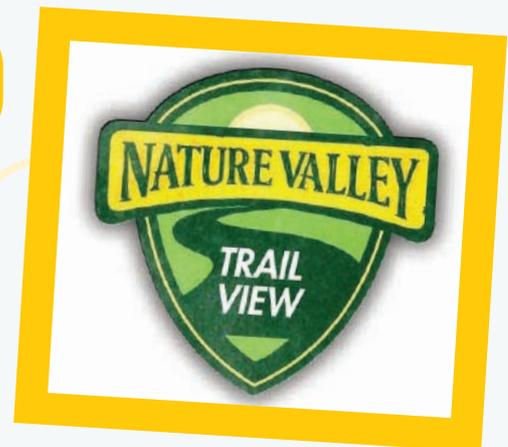
Nature Valley (General Mills) "Trail View" McCann New York

Nature Valley Trail View demonstrates the perfect intersection of a brand's purpose and a new technology that allows people to engage with the brand in a completely unique way. It brought the best of nature to people in a completely unprecedented manner, so that they'd be inspired to go out and experience it firsthand for themselves.

The program is the result of a partnership between Nature Valley and the National Parks Conservation Association to inspire Americans to visit and conserve the national parks.

Applying Google's Street View mapping technology and navigation, the result is a first-of-its-kind digital experience: fully mapped-out trails within three of America's most famous national parks—the Grand Canyon, Yellowstone, and the Great Smoky Mountains, designed to reinvigorate appreciation for the nation's most prized natural treasures.

The execution itself was no simple task. To capture 360-degree footage of nearly 60 trails, the team hiked 333 miles over three months, a challenge that required a different approach to pre-production than the average shoot: two grueling months of biking, hiking, and running, working up to 50 miles a week.



GOLD

Propel "Kiip" OMD

To launch the new Propel product, OMD set out to identify a key trend that resonated with adult fitness enthusiasts-- mobile fitness applications. A smartphone is the perfect diet and exercise aid. You always have it with you, so it is easy to quickly enter data without having to leave your workout.

OMD developed a custom program for Propel that employed a game reward system called Kiip. For the first time ever, a brand delivered real-world rewards, in this case a Propel Zero Powder Packet, to users at a "moment" of achievement within fitness apps. Since every moment is unique to the individual, the program was developed to understand each user's ability and reward them based on achievements tied directly to their skill level. This meant that everyone from Olympic athletes to casual walkers could still be challenged by the program.

In order to participate, users went about their workout routine per usual and once benchmarks were reached, a notification appeared inside the app informing users that they had unlocked a Propel Zero reward. When consumers clicked on the notification, a full-screen Propel banner allowed the participant to enter their email address to immediately redeem their free sample, all without leaving the app experience. A follow-up email was then sent directly to the individual with a link to enter their name and address so the reward could be sent to their home. With share functionality found on the notification email the athlete could then brag about their reward to their friends on Twitter and Facebook.



GOLD

Pepsi "Football Remix" OMD Global

While many brands focus their efforts on being official sports sponsors, Pepsi's strategy has always been to align football and entertainment given the brand's strong ties to both sport and music... and stand out from the crowd.

The Football Remix program included a bold digital campaign that included unique experiences by platform—from Xbox to Facebook to YouTube-- which not only aligned with the look and feel of the TVC, but also included interactive and viral elements to fuel engagement. Connecting fans with what they love always leads to greater engagement.

Partnerships with key football players (Messi, Drogba, Lampard, Torres, Wilshere, Aguero, etc.) were extended into the digital programs through appearances within branded digital assets. Creating tailor-made experiences gets fans closer to a message, and Pepsi Football Remix put the user at the center of the experience. For example, free content on Xbox provided an avenue for deeper connection by promoting behind the scenes content and giveaways. Cross-promotion through Twitter allowed users to interact with each other and increased the impact of the game.



GOLD

Samsung "Caught on Samsung" Starcom MediaVest Group

Style and Buzz Bridges the Gap Between Old and New Media... this is a classic, effective idea.

Samsung wanted to show how its new MV800 camera can take pictures in a completely different way. They also wanted to make a distinction that while smartphone cameras were for spontaneous moments, dedicated digital cameras were meant for capturing beauty, culture and art that was worthy of people's attention.

With Conde Nast, "Caught on Samsung" became the first-ever daily global blog used to capture chic street style in Paris, London, New York and Rome. Photographers took to the streets and took pictures of people with a unique, trend-worthy sense of fashion.

Samsung saw a 26% increase in Brand Awareness, 33% increase in Brand Preference and a 33% increase in Purchase Intent. As people think the smartphone camera is replacing the digital camera, Samsung proved that some things never go out of style."



GOLD

Sony Pictures International "Spiderman- Facebook App" OMDi London

OMDi London found a delightful and engaging way to enable younger fans to discover the Spiderman film for the first time. Not only did it enable them to know the cast, but become part of the story. This involved playing with actual movie assets, so that participants could place themselves within the film to become characters. They could then share the app with their friends.

They implemented a "Mask-on, Mask off" approach to target those who were fans of Spiderman the action hero or the Peter Parker the everyday human. The solution was to create an environment where both types of fans could relate to the film. Spiderman fans flocked to the Spiderman image within the app as it was the most popular. Meanwhile, over 50% of the people also interacted with the Gwen Stacey image showing it reached the goal of touching both demographics.

The Amazing Spiderman Facebook App drove 1.3MM views and delivered 400% of Install goal worldwide.

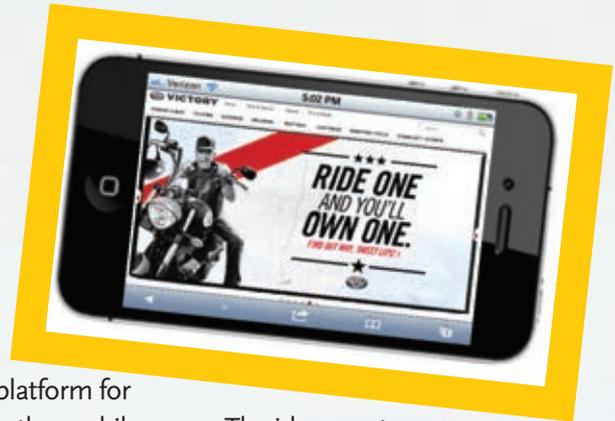


GOLD

Victory Motorcycles
"Breaking Boundaries of Mobile Media"
The Integer Group

Victory Motorcycles is the "David" to Harley Davidson's "Goliath." It is a challenger brand with a bold message: "Ride one and you'll own one."

Victory's target, the "Motorcycle Enthusiast," has an insatiable appetite for an on-bike visceral experience and craves a ton of information on motorcycling. This individual wants to receive information on their own time and they are always on the go, making it harder to reach this niche audience. Generally, the motorcycle enthusiast is a tinkerer and a tech savvy guy, so digital, specifically mobile, became the platform for this campaign. A niche category requires finding a niche target in the mobile space. The idea was to capitalize on the physical context and location of the audience in order to be added to the target's consideration set.



Integer used the latest location data available for "mobile billboards" that matched the audiences interests with key moments like motorcycle repair shops, motorcycle rallies, pit stops on well-known scenic rides, military bases, biker bars and concerts. The mobile ad content was customized to the identified passion point.

The campaign has helped drive upwards of \$10 million dollars in sales in the first six months of the year.

GOLD

Xerox
"A World Made Simpler"
Y&R

Xerox Corporation is THE world-class leader in the printer and copy machine industry. But it's no longer JUST about printers and copiers. Xerox is also establishing itself as a leading competitor in business process services. Hence Y&R's challenge was how to communicate the new Xerox, while still retaining the core for which the company is known, and conveying that message the digital and social space.

Xerox's iconic copier paper was integral in linking to its legacy and bridging its future.

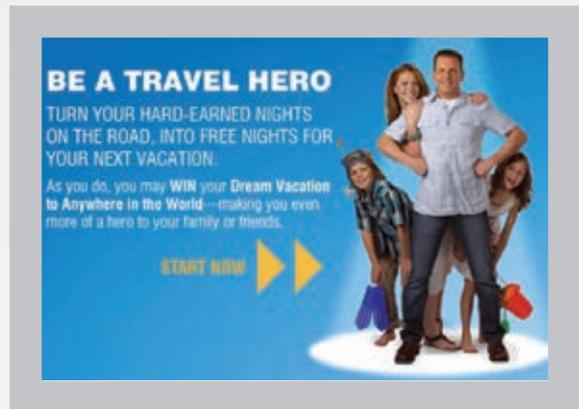
Video was also critical to capturing Xerox's new character based on simplifying the way business works so the world works a little better. Sharing the video called for a strong presence on social platforms such as Facebook, Twitter, Yammer (an employee social network), LinkedIn, the company intranet (WebBoard), and Google+. In addition to digital follow-up, Xerox initiated discussion through CEO speaking engagements and by providing subtitled versions of the video for our offices around the world.



SILVER

Best Western "Travel Hero" Initiative

Business travelers feel guilty about the time they spend away from home. Best Western re-channeled business travelers' guilt by recasting it rewards platform. The "Travel Hero Program" uses a Facebook app that not only brings travel booking and rewards to the social space, but allows the Travel Hero to invite family and friends to help pick a dream vacation and follow on the rewards journey. This was the most successful spring promotion in Best Western's history.



SILVER

ABC & the UN Foundation "Million Mom Challenge," BlogFrog

ABC News and the United Nations Foundation, the brands behind Million Mom's Challenge, wanted to connect millions of moms in the U.S. with moms in developing countries. Both organizations wanted to drive awareness and action around issues affecting moms and babies everywhere. They leveraged BlogFrog's influencer marketing platform to identify and engage more than 800 influencers around the world who created brand-hosted content via blogs, Facebook and Twitter. The Million Mom's Challenge is a great example of how our influencer marketing platform not only maximizes digital marketing efforts, but can help scale education, inspiration and awareness around topics that are life-changing on a global level.



SILVER

Accenture "High Performance. Delivered" TBWA

Accenture's advertising—online as well as print and out-of-home—drives target users to learn more about Accenture's capabilities and client successes. However, ad research showed that many still had limited knowledge of the full breadth and depth of Accenture's services and solutions. Accenture.com was therefore reconfigured to capitalize on that recognizable ad presence, but also offer detailed case studies and capabilities. Given the global nature of their clients, the site was customized to recognize locations of visitors and direct them to case studies of relevant interest.



SILVER

GE "Future Folklore" TBWA\Shanghai

While GE enjoys the reputation of being a global leader, Chinese consumers did not understand the comprehensive solutions the company offers or how these solutions can improve their everyday life. GE's value proposition needed to be conveyed clearly and tangibly to a Chinese audience.



Storytelling and reference to traditional fables is a proud part of Chinese culture, so Future Folklore was created— a storytelling platform inspired by sage Chinese fables, to show how simple and inspiring ideas and stories of imagination can become a reality, thanks to innovation and technology. The content was distributed on China's most popular digital platforms—a first ever for GE.



SILVER

DuPont "Horizons Project" Submitted by Ogilvy Entertainment

DuPont has a 210 year history of scientific discovery, but believes collaboration is key to tackling humanity's challenges. The Horizons Project is a comprehensive branded content platform developed to reinforce DuPont as a thought leader to spark global dialogue to find solutions to the world's most critical problems.

The Project includes the broadcast series, Horizons, developed independently by BBC World News, and sponsored by DuPont. During the commercial break of each Horizons episode, a series of short documentary-style commercials complement the show and highlight inventive thinking and new solutions. They also appear on DuPont's YouTube channel.

By integrating offline and online, DuPont was able to comprehensively and affordably disseminate their new brand positioning around the world.... For the first time in decades. “

SILVER

Drewell "Making Insomnia Casual in Japan" McCann Healthcare Communications

Imagine being the leading sleep aid in a market where insomnia doesn't exist. That's the situation that Drewell faced in Japan. Most Japanese people, who believe in the ability withstand hardships, will not admit they can't sleep. Drewell needed to make insomnia casual. To do this, they introduced the term for—"hidden sleeplessness"—and propagated it through a digital campaign. In true Japanese fashion, the digital campaign made "hidden sleeplessness" feel lighthearted and fun. In a matter of months, 24% of the population admitted to knowing this new term.



SILVER

HP "Make IT Happen 2.0" PHD Network Singapore

HP (together with Intel) had success with a large scale campaign about possibilities called Making IT Happen. Phase 2 was "Make IT Happen, see real results" geared to show real customer results to real problems. Hosted on [www.MakeITHappen.com/\(country\)](http://www.MakeITHappen.com/(country)), a competition launched across Australia, India, Indonesia and China. Users were asked to specify their biggest IT challenge. HP would choose a winner, and solve the problem with a suite of IT products. In the process, small to mid-size businesses learned of IT challenges and solutions via an online platform, and also proposed ways HP (together with Intel) could better serve their needs. The engagement led to Lead Generation, while showcasing HP as solutions creator, instead of just a passive partner.



SILVER

HP "Audience Network" PHD Chicago

HP's Audience Network is a sophisticated program to focus its media objectives on engagement actions vs. simply clicks. Its mission, in a big and personalized data world, is to better utilize key performance indicators and conversion actions of engagement to more accurately reflect true business impact and drive sales.

Driven to unlock the value of HP's first party data, PHD had to first centralize that data into a core data management platform (DMP) which would allow for more robust segmentation than currently available. DMP's are not new; certain variants have been utilized by publishers in the behavioral targeting ecosystem for

quite some time. However, a brand actually implementing their own DMP across their owned properties was new and pioneering.

Across the HP marketing organization, the power and value of the HP Audience Network was quickly understood as engagement rates rocketed on these data-driven tactics. HP's procurement team was excited by the cost efficiency and media value productivity delivered by the HP Audience Network. Likewise, HP's media organization was excited by the superior engagement rates and cost per engagement compared to other, more "traditional" online tactics.

SILVER

IBM Federal "Smarter Planet" Ogilvy

Today, the U.S. Federal Government is struggling to balance cost cutting and providing services. IBM understood that government can use help from the private sector to better meet these needs. In their first digital campaign to the Federal government, IBM had two goals: 1.) become an accessible partner through digital channels and 2.) drive sales for IBM offerings. Their innovative strategy was built on research around the buyer's journey, while giving power to the user. IBM provided Federal decision-makers with full control of how and when IBM would speak to them-- ensuring greater reception. They offered the right message to the right individual, rather than one message to all individuals. The campaign also embodied IBM's Smarter Planet perspective: when our world is more interconnected, efficient and intelligent, we are able to progress and to improve society.



SILVER

McDonald's "Chinese New Year" OMD HK/DDB Group

McDonald's and OMD bridged the gap between the real and the virtual worlds with their Chinese New Year "McGreeting" mobile app that enabled Hong Kongers to personalize New Year's blessings for family and friends with a simple "shake" of their phone. And through a special TV commercial enabled with Augmented Reality, McGreeting was able to visit within the homes of 7 million people. During the New Year holiday, viewers could point at their TV screens and witness *Softhard*, a Chinese rap duo from Hong Kong, jump straight out of the screen and bestow a Chinese New Year blessing right in their own home. In store, people could even use the app by scanning the packaging of the prosperity burgers where *Softhard* appeared on screen and receive a lucky Red Packet containing e-coupons.



SILVER

Hasbro "KRE-O Transformers" Initiative



Hasbro's KRE-O Transformers were looking to transform the construction toy market and their approach to media. By blurring the lines between advertising and content through nontraditional production deals, a series of edgy stop-motion animation videos introduced KRE-O Transformers in humorous scenarios through a branded YouTube destination. Product functionality and features were on full display as the Transformers were the stars of the videos. On a limited budget, Initiative over-delivered on all campaign KPI'S, including generating 69% awareness amongst boys 6-12 in just 10 weeks.

SILVER

Kazemill Plus "See the Cold" McCann Healthcare Japan

The over-the-counter cold remedy market in Japan is crowded and noisy, and products tend to rely on celebrity endorsement. Kazemill sought to increase market share for its cold remedy on a shoestring budget—so no celebrities, no television. By harnessing the power of Twitter, Kazemill actually devised a method to forecast the spread of cold symptoms, much like weather forecasts. By capturing Tweets that contained six key phrases—sore throat, fever, runny or stuffed nose, headache, sneezing, and coughing, Kazemill could track which symptoms were on the rise anywhere in the country.



Through mutual research conducted with Tokyo University, this Kazemill tool grew to have predictive capabilities. By analyzing the relationship between cold tweets and changes in the weather, Kazemill Plus now reports not only what symptoms are on the rise, but what the risk of catching a cold is day by day over the next two weeks for any user at any location in Japan. In a country where people regularly wear surgical masks, this tool had tremendous impact.

SILVER

NYSE EuroNext "IPO Diary"

The New York Stock Exchange needed a digital solution that would celebrate new clients to the NYSE listing community in a high-profile way, while also reaching both the B2B and B2C communities. The offering had to be innovative, tech-focused and measurable while also providing value for both the NYSE-listed client's brand and the NYSE brand. An **XXL rich media unit was designed capture attention and to look like a digital moleskin diary**. Users could **turn the pages** to view branded content, watch videos, and learn about the recent IPO additions to NYSE. Plus, the unit integrated a live social media feed into a rich media ad unit. The digital solution allowed companies to tell their own story and highlight their partnership with NYSE, while the NYSE also demonstrated its ability to meet the needs of an ever-changing market.



SILVER

Monster "BeKnown" OMD

Monster created its own social application, BeKnown, which used the scale and connective tissue of Facebook to turn consumers' existing "friends" into their most valuable professional contacts. Released across 38 markets, BeKnown not only advanced the interaction between job seekers and employers, it also positioned Monster as an innovative leader in the social job search category.



By activating Facebook data to create a granular target segment, OMD tailored messaging and imagery to each user's passion point while maintaining BeKnown's angle as a job search tool. For example, those interested in astrology received an image of a psychic and a headline that read "A New Job is in Your Future." Ultimately, the campaign positioned BeKnown as an innovative leader in the category by empowering job seekers to find that perfect opportunity through their existing social network. It also catapulted BeKnown as the 16th most-used

SILVER

McDonald's "Coin Offers" MDi London

In a challenging economic climate, McDonald's Denmark wanted to insure that the brand was better known for value than price. With OMDi London, they built a digital wallet app that allowed a user to collect digital coins that could be converted into products at McDonald's. The coins' QR-code technology transformed to pixel codes that looked like a McDonald's hamburger or fries.

Plus a scanable sound-code could also be used for brand recognition via radio, TV or cinema.

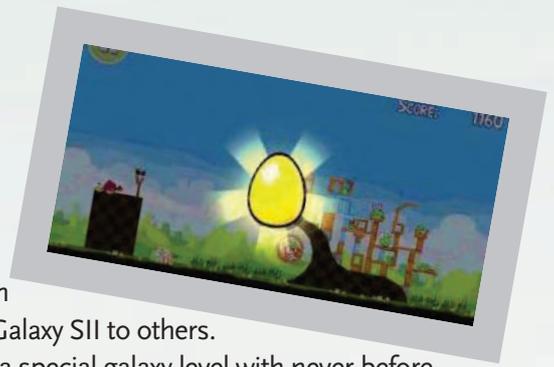
The digital currency could be earned through customer engagement, or collected by scanning QR or voice codes—anywhere from billboard to watching a TV commercial. McDonald's wallet was the fastest downloaded commercial app in Denmark, resulting in the most successful "value" campaign ever for McDonald's Denmark.



SILVER

Samsung "Galaxy & the Golden Egg" Starcom MediaVest Group

No other technology segment is growing like smartphones. In Samsung's effort to showcase the wonders of its Galaxy S II smartphone, they partnered with Rovio to offer owners of the new handset a surprising treat with Angry Birds in the form of a special Golden Egg level. The goal was to give "alpha mobiles" a reason to show off the Galaxy SII to others. The "Golden Egg" unlocks a secret Angry Birds level that takes players to a special galaxy level with never-before-seen "zero gravity" physics. These Galaxy Angry Birds players engaged 24x longer than the established benchmark.



SILVER

Siemens "Talking Tree" PHD Germany

Siemens showed how a talking tree can create relevant content, engage an audience, and position Siemens as sustainable company.

PHD equipped a hundred year old oak tree with Siemens technology, which collected continuous data from the tree's surrounding environment. In cooperation with the University of Erlangen and Germany's leading science magazine "Spektrum der Wissenschaft", PHD realized a worldwide media first, as the technology translated the data immediately onto different social media sites, giving the old oak tree a voice in the social space that could be heard across all of Germany.

The tree shared its environmental conditions via its own microsite, Facebook account, Twitter feed, Flickr gallery and Youtube channel, all discreetly presented by Siemens. The "Talking Tree" became an extremely credible ambassador for Siemens. The campaign created a media frenzy with coverage in prime-time TV news and over 30 articles in newspapers, online sites and magazines. With over 2,500 followers on Twitter, more than 1,000,000 post views on Facebook and 425,000 YouTube visitors so far, the "Talking Tree" has generated a huge buzz.



SILVER

Wyeth "Learning Surprise" OMD Hong Kong

When Wyeth & OMD realized that Hong Kong parents were missing was a "centralized" platform for them to learn from other children's learning performance, they created an online, interactive video resource. They captured parents' emotions by showcasing heartwarming films featuring everyday learning surprises of HK kids hosted by a popular radio personality, Leo Chim. These were shared on media first home-page take-over ad formats in high-traffic local websites - Baby Kingdom, Yahoo HK and Apple Daily. This reminded parents' of their kids' exemplary learning abilities and strengthened their desire to share their own stories.

Once parents uploaded a video with their feelings about their child's learning achievement, we sent their kids a set of personalized QR-code name-cards linking directly to their videos to share with friends and family, another HK media first. This instantly sparked interactions and created conversations among HK parents in social networks that led to a bigger desire for participation.



BRONZE

Castrol "Power 1 Motor Oil" Castrol India

Castrol's Power1 brand needed to reconnect with the youth- its core audience, and kick-start some real conversations.

The route taken was to create The Grand India Road Trip — to highlight motorcycle riding and connect bikers from across the country. The task was to invent a strategy that appeals, resonates and builds the community that rides with a common passion. Through Castrol, bikers contributed to a crowd-sourced book and video, which defined "what biking means to a biker of India." To keep the audience at home engaged, our digital community could log into an app and clock their own kilometers wherever they were riding as well. Over 100,000 kms were clocked by bikers and logged digitally.

The Grand India Road Trip represented a pivotal point in the influencer marketing strategy for the Castrol Power1 brand. The average interactions on Facebook increased by 30% during the campaign time. The Audience reached through the campaign was a mammoth 5.5 million , five times the consumer base for Castrol Power1.



BRONZE

Avaya "The Power of We" Vizu, A Nielsen Company

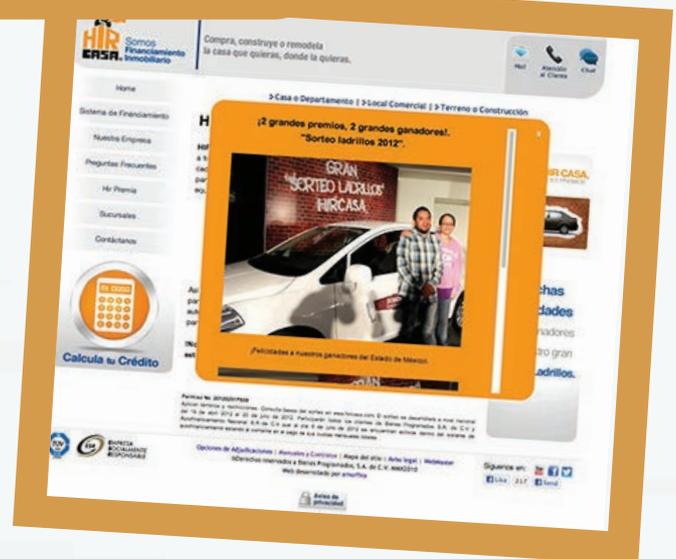
Avaya is a leading global provider of next-generation business collaboration and communications solutions. It was being out-promoted by competitors like Cisco and Microsoft. To raise awareness among corporate technology buyers, Avaya created an online campaign that was contextually, demographically, and behaviorally targeted to their audience. They also applied an innovative tactic for measuring the campaign's success. Avaya utilized Vizu's Ad Catalyst solution to get a real-time understanding of the program's brand building effectiveness by measuring Brand Lift, which showed how the individual campaign components were influencing performance. Not only did Avaya steal mindshare away from their competitors, but they showed 79% lift in US and 35% in Germany, as 2 examples.

The Power of We™

BRONZE

HIR Casa "Materia Gris (Grey Matter)" A Columbus Media Partner in Mexico

Casa, of course, means house in Spanish. As a result, HIR CASA was thought to be a home building or construction company. However, it is a financial institution that provides mortgage for real estate acquisition, redesign, improvement and enlargement. Its competitors were huge companies with big budgets. Yet the company broke through Mexico's fledging internet industry with the development of a Social Media Community with blogging activity that covered topics like home improvement, repairs, expansion, home buying and family finances. Not only did they develop an interested audience, but the program generated over 16,000 qualified leads.



BRONZE

Shutterstock "Austin Translations" Cake New York, a Havas Media Company

Shutterstock is a stock photography agency and global image marketplace that maintains a library of royalty-free photos and illustration. They wanted to create a disruptive presence at Austin's SxSW Interactive, a trade show and festival that celebrates emerging technology, to grab the attention of the cynical creative industry.

In the age of brand over-saturation at large industry events, they found a way to break through by effectively combining original and targeted offline and online activations. Shutterstock managed to create a participatory photo documentary of the week's event called "Austin Translations."



BRONZE

Kingston Technology "Clouds & Waves" Grupo Uno



Kingston Technology, the world's largest independent manufacturer of memory products, worked with Grupo Uno to create, design and implement a marketing campaign for two new limited edition USBs (Clouds & Waves), targeted for the holiday season and to be completely sold out in a period of four weeks throughout Latin America. The target included trendy/tech consumers between the ages of 18-24, and the strategy needed to assure a two way communication process with active conversations, looking for organic and viral reach.

The campaign included two phases: 1. a contest for fans to share their photo memories and 2. a digital game that allowed fans to register and play. Grupo Uno went beyond traditional channels to engage users by positioning digital banners in Messenger, Email, and Hotmail and developing impactful takeovers to direct traffic to Facebook and Kingston Technology's website. This same strategy was employed simultaneously across geographic boundaries. Bringing multiple components together to create user interaction and engagement led to an increased user affinity for the brand, plus the see-through required.

BRONZE

Shaadi.com "Angry Brides" People Interactive- India

We're all familiar with the Angry Birds game. But how about Angry Brides? It's not a reality show (thank god), but an ingenious plan created by Shaadi.com, the world's largest matrimonial portal.

Shaadi.com wanted to create more awareness about dowries-- the age-old practice still followed in many South Asian countries, especially in India. The dowry system has also been the root cause for violence against girls either from the groom himself or from his family. Although a game, the goal was to showcase the seriousness of the issue.

The Angry Brides home page shows a red-clad, eight-armed woman. Instead of hurling birds across the screen, she's throwing household objects like shoes and rolling pins at prospective grooms, who list dowry requirements. Angry Brides has now been played by over 500,000 people in over 35 countries.





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Pitching for a better outcome: The Pac-Man Partnership



Life's a pitch. And the pitch needs reinventing.



Morten Pedersen, GLUE2020, takes a view on how advertisers can make best use of the agency pitch process, to deliver a much more business relevant outcome.

About GLUE2020

GLUE2020 is a leading-edge consultancy that enables corporations and brand owners create, quantify and capture value from marketing and media investments.

Entrepreneurial, we defy the old consulting guard by offering innovative services that design enterprises and agency relationships of the future. We help Fortune-500 companies exploit the ever-changing consumer landscape, the latest technological developments, and pioneering agency remuneration models.

Part of the challenge in any client-agency relationship undoubtedly lies in building greater trust between the two parties. But to do so, clients need to help raise the standards and create a pitch framework where agencies not only commit to saving an amount of money, but instead compete on which strategy will deliver the greatest possible impact on sales and revenue. In other words, it is time to reinvent the pitch process from being a quick-fix “Race to the Bottom”, to become an outcome focused “Race to the Top”.

Surviving the recession

For most international advertisers, the recession meant that their agency relationships shifted focus to a cost-containment strategy, with a little added taste of never-ending budget cuts and unfavorable payment terms. And with Procurement delivering on these terms (and in a language Senior Executives can understand), agencies are finding themselves stuck in a downward cost-cutting spiral. Translating that into marketing reality: Lots of procurement-run pitches.

The stakes are getting bigger

When looking at what's at stake at pitches, no-one close to the global agency scene can be in doubt that the numbers are getting bigger and bigger. Giants like Unilever, P&G, J&J, SC Johnson, Reckitt Benckiser, and more lately GM have all engaged in multi-billion \$ agency reviews, with the key objective of driving down overall costs on a regional or global

scale. An example epitomizing this trend is when GM's ex-CMO Joel Ewanick happily shared that GM's cunningly masterminded Chevy agency review would save over \$2Bn savings for their struggling brand.

Thinking back over how multi-billion agency reviews are traditionally handled, we keep asking ourselves if it is possible that those smart Procurement folks are asking for the wrong things negotiating with their potential agency “partners”? Is it possible that short-termism stifles the pitch process, and that conversations about building market-share are replaced by short-term savings targets? Is it possible that the pitch outcome is determined even before invitations are issued to agencies?

Are Agencies asked to deliver on the wrong KPIs?

We asked ourselves these questions because we have seen many global advertisers fall short when it comes to

looking at a bigger picture. In our daily work, we see countless high-profile advertisers force agencies into a relentless downwards spiral of cost-cutting. We see many agencies bring immediate benefits to the advertiser, but as the relationship goes on, the incremental gain evaporates and clients struggle to get back to historically acceptable service levels (at reasonable costs).

The Role of Procurement

There is no doubt that Procurement as a discipline has become immensely more sophisticated in recent years, but a cost-control mentality still prevails: “What does the company need to buy - we’ll get you a really good price on that” is how Procurement predominantly sees their role at the company. And with Procurement’s growing influence, it’s no surprise that agencies feel trapped. On the upside, cost reduction may be the best way-station on the road to brand success (it may help control the immediate cost of the journey). Yet, Procurement seems largely unable to build sound and sustainable relationships between clients and agencies.

Agencies play a low-risk, low-reward game

When it comes to the agency side of things: the current system forces them to make their profit within the confines of ever smaller fees and ever more restrictive terms. Human nature being what it is, that pressure motivates them to investigate ways of making money that may depart from the single-minded pursuit of their client’s success in the marketplace.

Quite apart from the damage it does to transparency, this tendency diverts agencies’ effort away from what should be the ultimate real goal, which should be for advertising budgets to deliver increased revenue and profitability for their brands and products.

However, with ever shorter agency tenures at the horizon, it is no wonder

they don’t want to commit to delivering certain revenue targets, and share risks/rewards.

Fragmentation doesn’t help

And it gets worse when agency services are fragmented and pitching for advertising accounts is forced into discipline-specific ‘silos’ (separate creative, media, digital, search, PR, promotions...). The trend of un-coupling services may work well for tactical or operational purposes, but it will never motivate any single supplier to see themselves as a prime mover in determining the growth and value of their clients’ business.

So does your current pitch process deliver real business partners?

If the honest answer is “not really”, or “not quite”, or “frankly it’s a master-slave thing” then the relationship risks being one between ‘frenemies’. In which case, pitching the business under different and more business-relevant terms should be the first step towards resolving this problem once and for all.

But to change the game, corporations need to adjust and embrace a completely different set of pitch objective. No longer can the brief to Procurement be: “Go buy this piece of service at the lowest possible cost”. Instead, Procurement needs to learn to engage in a much more collaborative and encompassing process, where they single-mindedly focus on delivering on the bigger questions, such as:

- “What can this agency group do for us?”
- “Can they move our business forward on all fronts?”
- “Are we/agencies willing to invest time, effort and money into creating and delivering unprecedented positive change?”

The role of Executive Management

To make this work, Client Management should really look to their Procurement and Marketing colleagues, and brief

them to build new and accountable agency partnership models, that pro-actively reframe and deliver on business purposes. Putting it differently, senior management should demand from Procurement that they deliver agency solutions that benefit the company on strategic, tactical and operational level (today, agency supplier relationships are considered purely operational, and they can be changed irrespective of how the company performs). In a sense, the pitch process needs to allow that agency to help the client sell before they can save.

Enter Pac-Man

In the classic model, client A uses agency B to chase objective C. The agency’s focus needs to be the same as the client’s, however the objectives have been defined. Like what? Brand trial, penetration, conversion? Sales, market share, return on communication investment? Probably all of the above. Once the pitch is over, and the knot has been tied, there should be no further argument between client and agency over compensation or reward. The reward for the one is the reward for the other, as the brand, like Pac-Man, uses both mandibles to swallow up the trail of crumbs.

A new beginning = new rules

It looks easy, yet all parties involved in the pitch would have to fundamentally re-think what they are doing and why. Agencies and clients will need to buy wholeheartedly into an entirely new type of business-driven relationship, collaboration and process, based on sharing a long-term, exclusive, outcome-driven commercial arrangement. Gone are the days when the agency could sit on the fence, complaining behind your back about low fees, lack of access to data, and limited access to decision makers.

Reinventing the full-service pitch

Implicit in this startling thought is that now is the moment that advertising needs to move back towards the original concept of the full-service agency, the

long-term joint commitment of client and agency to commonly held goals. The one-stop-shopping, full-service contract is due for a major comeback, reversing a 30-year trend towards fragmented advertiser contracts with discipline-specific specialist agencies.

Increasingly, these specialties are offered side-by-side by the big agency groups, whose proudest boast is that they can “do it all” through their network of offices, subsidiaries and specialist supply-points. Accordingly, if all parts are once again to become components of a full-service whole, agencies need to believe that clients really mean it.

Though any sensible agency would favor the idea of higher income through jointly achieved results, their first reaction is likely to be: “So where’s the catch?” The truthful answer to that has to be: “There is no catch”. But to work, the process will require not less accountability but more – from both agency and client. Brand owners will need to be trusting enough to embrace a collaborative working culture based on full disclosure and shared goals. For their part, agencies will need to transcend the narrow and limited performance benchmarks they work to, abandon all hidden agendas, and embrace the bigger picture of meeting business objectives.

Mapping the labyrinth

To extend the Pac-Man analogy, this means mapping the labyrinth, plotting the path of opportunity, and pre-identifying any hidden enemies, lurking



monsters and traps for the unwary that may be strewn in the brand’s path.

To put it less whimsically, the agency-client relationship has to be anchored in a working framework, based on comprehensive and unbiased unified performance metrics (covering strategic, tactical and operational deliverables). In addition, econometrics would be an indispensable way of mapping a picture of today and finding the brand’s pathway to tomorrow.

Throughout the agency selection process, much greater attention and effort needs to go into fully integrated, (pre-) agreed econometric-based framework, which support decision making and performance measurement throughout the relationship.

Under this new era, econometrics can no longer be an “optional extra” or a discretionary add-on.

Workshops and chemistry meetings

All targets, strategies and expectations need to be set out and agreed in principle in a series of workshops (often 6-8 are required), covering all aspects of the potential relationship plus a maximum “what if” scenarios. It is critical that both the client and the agency teams are exhaustively prepared for these meetings, and both parties are (including procurement) are realistic about the amount of information, work and time that this will take. In particular, we see the following being indispensable:

- “Research, consumer insight have been disadvantaged in agency organizations, as costs and service fees have been squeezed. They need to be restored to their rightful place as indispensable disciplines in defining strategies and determining outcomes.
- “Brand KPIs (the list of Key Performance Indicators by which progress is monitored) need a comprehensive overhaul and upgrade. Demote indicators that are only minor

contributors to the outcome. Promote indicators that stand in a causal relationship to outcomes, such as consumer cost-per-acquisition or cost-per convert (or similar if the brand is seeking to expand existing users rather than recruit new ones).

- “Measurement is indispensable - but mastery of data is not enough. It’s the ability to analyze, synthesize, pinpoint key learnings, and convert them into real-time actions that can affect outcomes. The brand has to be able to determine with reasonable certainty which bits of the investment are producing what portions of the end-result, and assess each one’s cost-benefit ratio.

Fully comprehensive NDAs and rules of engagement, covering agency front and back office, will need to be prepared and signed by both the client and the pitching agencies prior to any sharing of information.

The outcome of the various workshops and chemistry meetings will be an all-encompassing framework, on which all aspects of the new relationship will be based and measured.

Timing, too, is important

Finding the right agency group and forging the right relationship will take time. But the digitalization of our lives, and the rising consumer expectations it has occasioned, have speeded up sales cycles in an important and irreversible way.

In many sectors (consumer electronics to name only one) there is an increasing requirement for speed of reaction. Sales progress has to be measured in real time, and attributed accurately to the element of the selling effort that actually caused it. After-the-event checks on an agency’s service costs, buying efficiency and obedience may still be necessary, but none of these things in itself determines the outcome in the marketplace.

Both client and agency need to be getting it right from early on

It's a dangerous world out there, with brands facing perils as well as opportunities. When things go wrong, they need to be acknowledged fast, accurately and dispassionately. Diagnose the problem, and turn it around fast, correcting course by mutual consent. Act exactly the same when things go right: why did that work? And how can we do more of it? If part of the agency supply chain (or indeed the client) looks like dropping the ball on one key issue or discipline, there has to be a commitment to correcting the problem in real time, before the overall outcome is imperiled.

How is all this to be achieved in practical terms?

Whilst a pitch consultant can certainly help (not least in coordinating the various strands that need to be tied together), this should by no means be a requirement if the Procurement team is capable of achieving alignment and driving the process. To make the process work, we'd suggest a procedure along the following lines:

1. Set up the senior in-house pitch task force (and nominate a pitch consultant if needed).
2. Create the desired framework and define the brief, working open-endedly to define the best desired outcomes and priorities.
3. Define all the communications disciplines encompassed by the framework. Consolidating and streamlining the vendor roster means getting more work from fewer suppliers, bringing economies of scale, tighter focus and easier administration, to the benefit of all concerned.
4. Identify the candidate agency groups that can meet client criteria on disciplines, geography and avoidance of problematic account conflicts.
5. Brief shortlisted agency holding groups and conduct separate workshops with

- them, carefully monitoring each one's response and commitment to the "outcome-focused" brief. Whilst these workshops should result in the progressive modification of the framework itself, either agency should contribute significantly and as such, identify itself as a potential partner.
6. Define budgets, to which agency will be required to commit in developing their outcome-focused commitments. Favor "working money" over "non-working" expenditure such as fees and commissions.
 7. Define metrics, responsibilities, timelines and reporting lines.
 8. Collaborate with the pitching agencies to make joint provisions for eventualities such as economic shifts and changing competitive environment. This will avoid knee-jerk budget changes and other strategic changes that could endanger the agreed framework.
 9. Establish a continuous program of periodic reality-checks, progress monitoring and course corrections.
 10. Once all that has been discussed and established, your choice of agency group should be clear, and commercial negotiations should be engaged.

It will be a brave and determined client that signs on for such a do-list in one go across all their businesses, and multi-sector clients may choose to adopt this new approach by putting one of their brands or businesses out to pitch (and then roll out the approach to their other businesses over time).

The benefits

Handled right, however, the rewards of a successful agency pitch could deliver massive commitment from both advertisers and agencies alike. To give some perspective of the numbers in play, one only needs to look at GM's Q2'12 net revenue of \$36.7Bn. And with appropriate performance metrics linking (certain parts of) company revenue, even

the minimum improvement above and beyond industry average growth, would represent very significant value to all parties involved.

Let's close with some advice

- Supervise the pitch from the highest level (one or more board-level executive sponsors are needed).
- Empower the agency not only to act on the brand's behalf, but to think on the brand's behalf.
- Ensure the motivation for Procurement is to "think bigger", rather than just "thinking savings".
- Set out the rules of engagement from the very first contact with potential agency partners (i.e. a revolutionary type of client-agency relationship).
- Only speak to the top of the agency world (and there are only 5-6 groups), and get to 2 contenders asap.
- Test and learn – a single brand may be a perfect test run before rolling out broader.
- Debrief both winners and losers.
- Prepare to work harder during the interim pitch period – your existing agencies may feel more/less motivated (external pitch support can help save many headaches, time and money).
- There is no shame in getting external support, even behind-the-scenes.

Concluding thoughts

Re-thinking the pitch process to this radical degree will require courage, imagination and goodwill from both sides of the client-agency divide. The reward for both is that the divide itself can and should disappear.

Let's close with a quote from the movie 'Inception'. In a dream-state, the Joseph Gordon Levitt character is picking off rooftop snipers with a rifle. A comrade appears beside him and blows the enemy's entire roof off with a massive rocket-grenade launcher, with the smiling throw-away line "You mustn't be afraid of dreaming a little bigger".



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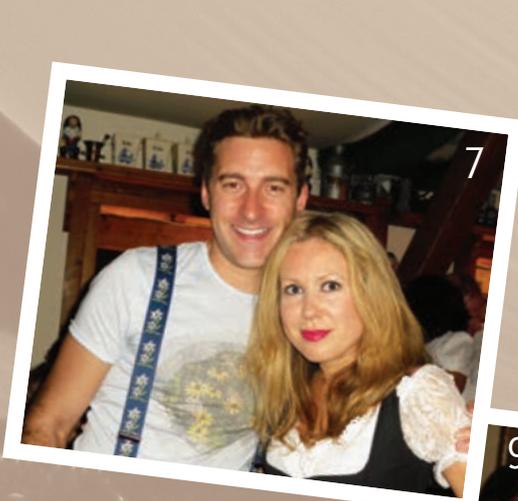
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OKTOBERFEST MUNICH

Members of the European advertising and media community gathered in Munich for an evening of festivities during the traditional Oktoberfest celebration. The 16-day festival honors both the craft of beer making and the Bavarian culture. It is one of the most famous events in Germany and is the world's largest fair, with more than 6 million people from around the world attending the event every year. To the locals, it is not called Oktoberfest, but "die Wiesn" - after the colloquial name of the fairgrounds themselves. Held in Munich since 1810, other cities across the world also hold Oktoberfest celebrations, modeled after the original Bavarian event.

All photo identifications from left:

- 1 Daniela Dobreva-Nielsen and Natascha Rockwin—both Newsweek Daily Beast with Mark Davies, Star Alliance
- 2 Sabine Knöpfel-Ruth, PHD and Martina Kneip, Siemens AG
- 3 Sabine Fedrowitz and Elmar Sohl—both Mercury Publicity with Grégoire Serres, Le Figaro
- 4 Matt Findel-Hawkins, Nikkei BP and Deborah Malone, The Internationalist
- 5 Elisabeth Reinhard, Reinhard International
- 6 Bridget Rigato, Washington Post Media and Peter Colvin, MEC London
- 7 James Ellis, formerly Fox- now Seventh Heaven, and Elaine Quirke, Mindshare
- 8 John Pentin and Christian Cecchi—both Newsweek Daily Beast with celebratory colleague
- 9 Carlos Silva, Washington Post Media and Almudena Pardilla, About International Media
- 10 Peter Lewis and Thomas Stickelmaier, Time & Fortune
- 11 Martina Kneip and Gesine Heinze—both Siemens AG

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HOT MARKETS ASIA!

Asia's three marketing powerhouses are Japan, China and India. Each is distinctly different in terms of advertising sophistication, media usage, consumer spending, retail distribution and global brand development. However, all three markets are critical to achieving multinational marketing success today. The Internationalist, in association with BBC, Bloomberg, Publicitas and The Yomiuri Shimbun, hosted a Think Tank on the international significance of these markets with insights from Greg Paull, Co-Founder of consultancy R3; Jason Hill, Director Advertising, Growth Markets at GE; Ben Jankowski, Group Head of Global Media at MasterCard Worldwide and Tim Love, Vice Chairman- Omnicom and Chairman- Omnicom APIMA (Asia Pacific, India, Middle East/Africa).

All photo identifications from left:

- 1 Greg Paull, R3
- 2 Simon Veaney and Amy Malpass Hahn — both American Express
- 3 Sebastian Jespersen, Vertic and Tim Love, Omnicom
- 4 Makiko Matsuda Healy, NYC & Company
- 5 Chris Dean, BBC
- 6 Makiko Matsuda Healy, NYC & Company with Nori Inoue, The Yomiuri Shimbun
- 7 Paul Greenberg, NYC & Company
- 8 Sarah Cooper, Coty
- 9 Ben Jankowski, MasterCard and Tim Love Omnicom
- 10 Jason Hill, GE
- 11 Janak Sarda, Deshdoot Times of India
- 12 Serge Dumont, Omnicom and Wayne Arnold, Profero
- 13 Kate Williams, Columbus Media
- 14 Vince Frezzo, Coty



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Diving into Davos

Every year in late January the eyes of the business world shift toward the Swiss Alps, where leading political figures, corporate leaders, social entrepreneurs and change makers gather to chart the year ahead at the World Economic Forum Annual Meeting. The Forum offers the world's crown jewel of conferences, with crucial decision-making and tete-a-tetes taking place in conference hallways between everyone from finance ministers to advocates for the world's poor. Since attendance is strictly by invitation and the resort town of Davos goes into a high security lockdown, it's rare for the rest of the world to see up close what Davos has to offer. But as the conference grows, an army of top tier executives revolve around the outskirts of the meeting, holding their own bilaterals while their bosses do the heavy lifting indoors. In that regard, how does it work?



Arrivals and Stays

Almost everyone on their way to Davos passes through Zurich airport, where the terminals train welcomes you with the sound of cowbells and mooing cows in an efficient Swiss manner. From the main counter, train tickets via Chur are easily procured, but if you're a delegate, we highly recommend taking the WEF bus, which picks up outside the terminal and offers a chance to meet others on the 2.5 hour ride into the mountains. Tickets are purchased at the WEF welcome desk in airport arrivals.

Apartments and hotels are booked up a full year in advance, so hopefully your organisation will have made arrangements long ago. For reference, the most likely source of last minute accommodation is in **Klosters**, a 30 minute drive away, or for the day tripper, even in Zurich itself, which has been known to happen. Hub Culture maintains an apartment network in Davos, which can be booked for future use at <http://hub.vg/davosapts13>.

Most of the action outside of the main conference takes place at the **Belvedere Hotel**, where a guest list of wider tier executives can apply for security clearances

to attend the many events taking place on the premises. Brands including McKinsey & Co, NASDAQ, Google, Zurich Financial, PWC and others are typically active here, offering an array of meeting spaces for their executives and clients. Other key points of influence include the new **Hilton Garden Inn**, which has just opened across from the Congress Center and is sure to be ground zero for power players this year. The newly renovated **Hotel Schweizerhof** is also a major center of action, and the beautiful new lobby is a great place to perch for a quick negotiation.

Places to Hang

When it comes to networking, all of Davos is valuable during the time of the Forum. Some of the key locations include evening gatherings at the **Piano Bar**, located inside the **Hotel Europa** and featuring packed crowds shaking paws and trading business cards. **Kafeeklatsch** offers an incredible array of organic food and delicious snacks, and is centrally located. This year it is expected that Google will expand their presence there to include a full week of activities, which means you'll likely need an invite to experience their delights. Another spot is **Cafe Schneider**, which offers wifi access and a range of traditional Swiss comfort foods with plenty of space to spread out in a larger group.

For dinner, our pick is the impeccable **Bistro Gentiana**, which offer warming fondues and intimate settings to close your deal. The staff are lovely and always very accommodating. Not that anyone has time for dinner, as most everything during the week of the Forum is a mix of official functions serving passed canapes, or formal invitations to dinners hosted by financial institutions, funds and the like.

Activities

Its poor form to come to Davos and spend your time skiing, so few people actually have the time to try hitting the

slopes. However, in recent years the snow has been amazing, it would be a shame to let the opportunity slip past. Try to stay until the Saturday of the conference, where you get some runs in during the afternoon or on Sunday. It's worth the extra time, and always an amazing experience to ski in these hills. If you're still with clients, may we suggest a novel approach: snow shoeing. It's very fun, and a great have lots of talk time to bond. You appreciate the mountains in a very different way when walking up them, as opposed to whizzing down.

For Hub Culture members, a key part of the Davos experience revolves around the Hub Culture Davos Pavilion, which this year is presented in coordination with GE, SAP, Citibank, CNN, Cognizant and other partners. The Hub offers a great pit-stop for meetings and networking, and features a range of evening activities, social media output, and more. You can learn more about it at <http://hub.vg/davos>

It seems every year the value of Davos grows as a meeting point to chart the year ahead, and a place to gather ideas, deals and contacts to set the agenda for the coming year. Its reach outward through the media grows ever larger, truly leading the conversation at the highest levels. As the impact of the World Economic Forum continues to grow, it offers increasing returns for both companies that participate and the growing list of influencers that populate its edges. See you up the Alp!

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

who are the internationalists

THE INTERNATIONALISTS OF THE YEAR

The Marketers behind Today's Outstanding Brand Communications

At the end of every year The Internationalist names the Internationalists of the Year, those international marketers who are truly the people behind the year's outstanding marketing achievements.

Without their extraordinary efforts, inspiration and energy amid today's "always on" world with its increased emphasis on accountability and responsibility, many marketing programs simply would not have gotten off the ground. These Internationalists represent a variety of industries, locations and numbers of years in the profession, but all take the role of brand champion to heart. There may never have been a more exciting time to be a marketing leader, despite today's complexities. The global overlay of regulations, carbon footprints, CSR, cultures, languages, political environments and a myriad of differing perspectives all contribute to describing one of the world's most challenging occupations—played on a very public stage fraught with immediate customer reaction that directly affects a brand's potential for success.

Highlighting the people and ideas behind today's successful cross-border campaigns and breakthrough accomplishments is at the heart of The Internationalist's mission. All of these Internationalists have been nominated by their industry colleagues for their work. Final selections were made by past Internationalists, The Internationalist advisory board and editorial team.

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