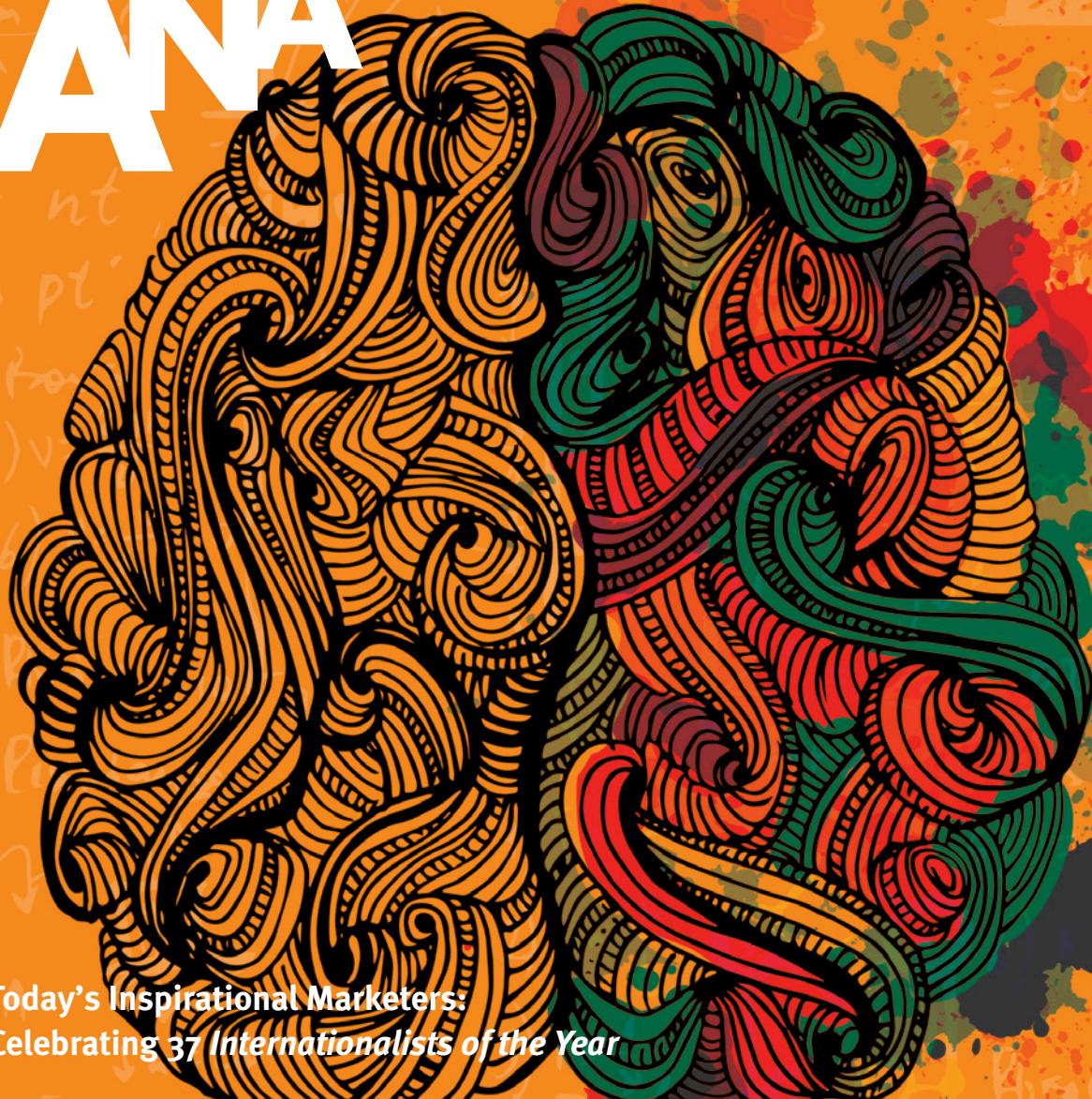


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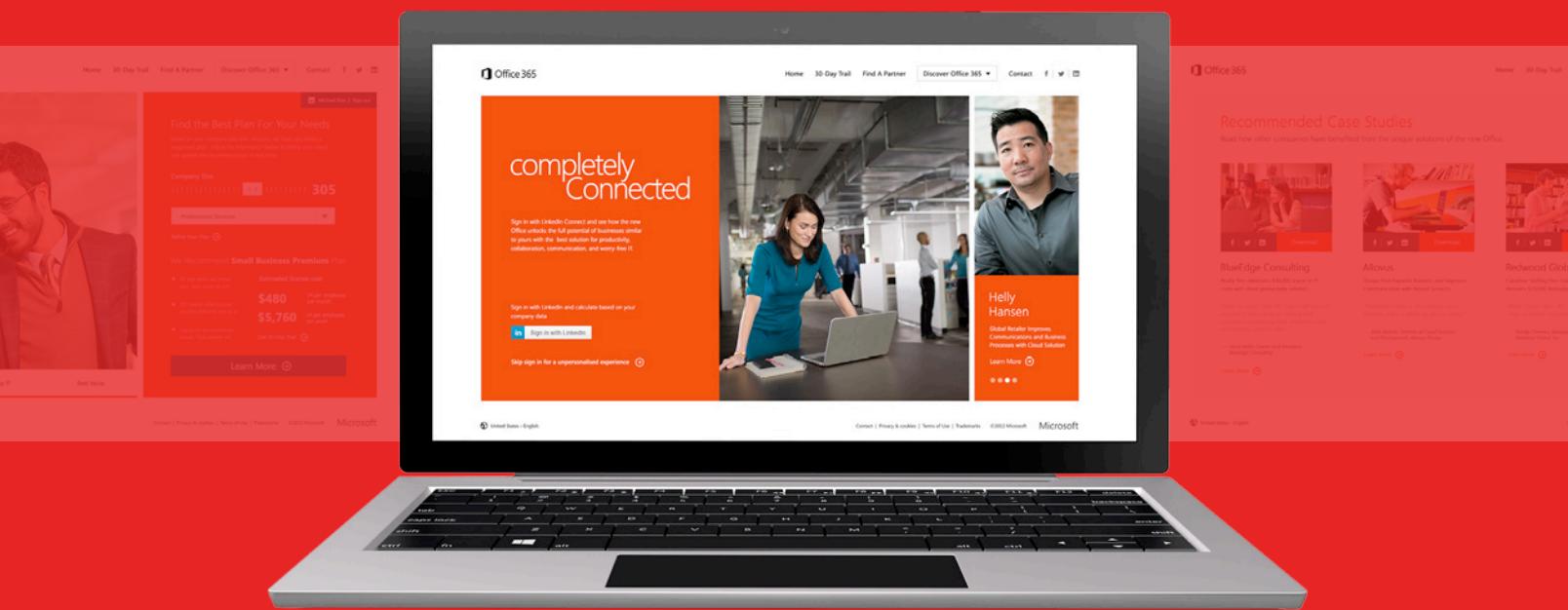
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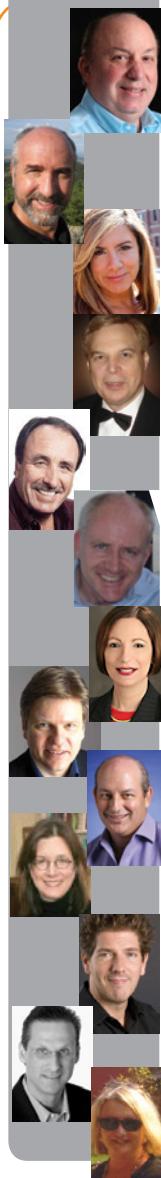


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## ABOUT THE INTERNATIONALIST

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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the way  
that a  
Shuttle  
Launch  
looks that's  
most amazing  
it's how it  
— feels.  
  
I was in prime  
position 3 miles  
away to watch  
this great  
cathedral  
leave Earth.  
For the first  
20 seconds,  
it was almost  
silent.  
And then it  
hit me —  
a thunderous  
rumble so  
strong it turned  
my insides to  
mush. It's a  
feeling you'd  
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# Highlighting the People & Ideas in International Marketing



We're always proud to celebrate the people behind the brands, and our annual *Internationalists of the Year* feature now marks a decade of naming those marketing leaders who've accomplished extraordinary achievements over the past 12 months. In fact, many communications programs would not have gotten off the ground without the drive, determination and fearlessness of these individuals. They're an inspiration to us all.

In fact, over the past ten years, **The Internationalist** has cited over 1000 people who are reinventing our industry or affecting positive change—within their organization and for their customers. In a digital world where an active group of dedicated industry leaders can have more influence than ever before, it made sense to highlight their thoughts about marketing's expanding role throughout the world.

This has led us to launch the **INTERNATIONALIST 1000** initiative—*1000 Marketers around the World Reshaping the Future of Marketing*—in partnership with the Association of National Advertisers (ANA), the world's largest client-side marketer organization. THE 1000 represent a peer group of dedicated industry leaders who are reshaping our understanding of marketing's expanding role throughout the world. Their ideas and actions are at the leading edge of marketing's transformation.

The Internationalist/ANA venture recently engendered a new series of annual books on The Reinvention of Marketing, featuring the current thoughts and up-to-date experiences of today's marketing leaders. You'll find an excerpt on the following pages.

Many of the leaders highlighted in this issue are truly in the process of reinventing marketing, given the growing significance of the discipline, combined with today's rapid rate of change and opportunity. Yet, it is not an easy time to be a marketer, especially now that everyone must act on a global stage.

The increased responsibilities of 21st century marketing leaders are not only exceedingly complex, but carry far greater levels of accountability than ever before. Marketers are charged with building brands NOW—not over time—in an environment that stresses increased sales TODAY. Working in “real time” with accelerated decision-making and instant data feedback demands that a smart marketer execute and evaluate simultaneously...*perhaps for the first time in the history of business.*

Today, smart marketers are a company's visionary and its expert on trends as they prove adeptness at both internal and external communications. Add a global overlay of regulations, carbon footprints, CSR, cultures, languages, varying levels of internet penetration, political environments and all manner of differing perspectives... and you've described one of the world's most challenging occupations-- fraught with immediate customer reaction that directly affects a brand's potential for success.

Perhaps the best description of today's successful marketer is a “miracle worker.” And this issue celebrates those who do indeed work miracles.

*Deb Malone  
Founder*



“Without ambition one starts nothing.  
Without work one finishes nothing.  
The prize will not be sent to you.  
You have to win it.”

– Ralph Waldo Emerson

## Congratulations.

We salute the 2014 Internationalists of the Year — the people behind the brands.





## What Each European Country Does Best According to Eurostat

Luxembourg-based Eurostat is the statistical office of the European Union, tasked with providing the EU with data at the broad European level to enable comparisons between all 28 member countries and various sub-regions. As a result, Eurostat offers an amazingly wide range of important and interesting data that governments, businesses, education and the public sector can use for their work and daily life. Recently, Yahoo Travel's Thrillist sifted through the latest annual data and came up with fun fact on what each European country does best. We thought they'd also be of interest to marketers.

**Austria:** Lowest unemployment—During the past year, Austria had the lowest unemployment rate at an average of 4.9%.

**Belgium:** Most recycling—Belgians ranked best at recycling packaged waste.

**Bulgaria:** Cheapest electricity—Bulgarians pay the lowest cost for electricity when ranked among all 28 EU members.

**Croatia:** Quietest Housing—Croatians get the most peace and quiet, with only 10% reporting they suffer from hearing noise at home.

**Cyprus:** Best at Handling Money—Seventy-eight percent of Cypriots said they have no problem distinguishing and handling euro coins, and 91% said they could distinguish and handle euro notes

**Czech Republic: Best at Drinking Beer**—Czechs have the highest per capita beer consumption in the world, at a yearly rate of 148.6 liters per capita.

**Denmark: Most Dancing and Singing**—More than any other European country, 35% of Danes report having danced in the past 12 months, and 38% report having sung.

**Estonia: Least Wasteful**—Belgians might recycle more than anyone else, but Estonians are the least wasteful altogether.

**Finland: Most Tourists**—When ranked in terms of residents who actually go on trips, 88.5% of Finns have taken an overnight trip for personal tourism in the past 12 months.

**France: Lowest Obesity Rate**—It's hard to believe a country that was founded on triple-fat cheese and baguettes could have the lowest obesity rates in Europe—but it's true.

**Germany: Happiest with Employment**—The most highly populated country in the EU, Germany, still manages to have enough jobs to go around.

**Greece: Lowest Rate of Tuberculosis**—The country has a rate of only 5 cases per 100,000 inhabitants.

**Hungary: Least Illegal Spending**—Some countries do a lot of off-the-record economic activity, and others, such as Hungary, reportedly do very little.

**Ireland: Fewest Divorces**—*Ireland has the lowest divorce rate and also the highest fertility rate.*

**Italy: Highest Life Expectancy**—The life expectancy for an Italian is 82.03 years—higher than any other European country.

**Latvia: Most Likely to Give a Gift to a Public Official**—Latvians are generous; 67% of them figure that public officials deserve recognition year-round and require at least a bundt cake to get a pot hole fixed.

**Lithuania: Most Secondary School Graduates**—93.4% of Lithuanians complete secondary school. (In comparison, 93.4% of Americans can't find Lithuania on a map.)

**Luxembourg: Highest Foreign Language Proficiency**—

The average student in Luxembourg learns 2.5 foreign languages in school, and by adulthood, 61% of the population can speak three different foreign languages at a conversational level.

**Malta: Most Optimistic about the Future**—Malta's optimism could stem from an amazingly low unemployment rate, which is less than half of any of its Mediterranean neighbors.

**Netherlands: Most People who've Quit Smoking**—

Smoking is a gigantic public health problem in Europe, but 30% of the Dutch have already quit smoking tobacco cigarettes.

**Poland: Biggest Apple Producer**—Poland produces more than 3 million tons of apples per year.

**Portugal: Highest Cork Production**—Nearly half of the world's cork supply comes from Portugal (about 49.6%).

**Romania: Lowest Cocaine Use**—Romanians are not very interested in using cocaine.

**Slovakia: Most Work Experience with Robots**—More Slovaks reported having previously worked with a robot either at home or at school.

**Slovenia: Fewest Teen Mothers**—Perhaps it's because of excellent access to birth control, but the country has the lowest incidence of teen moms.

**Spain: Most popular Erasmus Destination**—What are most people looking for when they study abroad? Warm weather, nice beaches, and an excellent selection of ham. Spain checks all the boxes, and then some.

**Sweden: Most Internet Users**—94.8% of Swedes have Internet access. (The other 5.2% still have to walk back to IKEA to figure out how to assemble their new end table.)

**UK: Lowest Homicide Rate**—There have been a lot of high-profile British murderers starting with Jack the Ripper, but the UK actually has the lowest homicide rate at only 0.3 per 100,000 inhabitants.



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# The Reinvention of Marketing

To say that marketing has changed is an understatement. In fact, the acceleration of the last several years can aptly be defined as “reinvention.” Those working to harness this change should be proud of the renewed industry they are creating.

Fifteen individuals, who have spent the majority of their adult lives in marketing, have shared the realities and visions of their efforts in this business in a book titled *The Reinvention of Marketing*. Written by Deborah Malone of **The Internationalist** in collaboration with the **ANA (Association of National Advertisers)** and with a Foreword by ANA CEO Bob Liodice, the book is the first in a series to chronicle the contemporary efforts of those marketers who are indeed reshaping the future of marketing.

*The Reinvention of Marketing* outlines the thinking of inspirational brand leaders and their current work in global marketing. Given the rich diversity of brands represented, it is remarkable that alignment occurred among the fifteen on immediate objectives and future directions. No one was tasked with a specific subject to consider; all simply shared their perspectives, and individual vignettes emerged. Interestingly, at this moment in time, their thoughts resonated with five key contemporary issues:

**RETHINKING Accepted Notions of Brand Building**

**TRANSFORMATION** as an Essential Way Forward

**CHALLENGING** the Status Quo to Create New Frameworks

**PURPOSE:** Instilling Purpose through New Actions

**LEADERSHIP:** New Views of Marketing Leadership

The following individuals participated in the endeavor and are reinventing contemporary concepts of marketing:

**Morten Albæk**, CMO and Group Senior Vice President for Global Marketing, Communication & Corporate Relations—VESTAS WIND SYSTEMS

**Dana Anderson**, Senior Vice President and Chief Marketing Officer—MONDELEZ INTERNATIONAL

**Barbara Basney**, Vice President Global Advertising & Media—XEROX

**Pete Blackshaw**, Head of Global Digital—NESTLE

**Zita Cassizzi**, Chief Digital Officer—TOMS

**Fernando Chacon**, Chief Marketing Officer—ITAU UNIBANCO

**Jesper Colding**, Vice President—MENGNIU DIARY COMPANY CHINA

**Carmen d'Ascendis**, Managing Director of Finland Vodka and Chambord Liquor—BROWN-FORMAN

**Jason Hill**, Director of Global Media Strategy—GE

**Amy Lou**, Director of Global Brand Management—HUAWEI

**Nadine Karp McHugh**, SVP Omni Media, Strategic Investments and Creative Solutions—L'OREAL USA (She served as Vice President of Global Integrated Media Communications of Colgate Palmolive until the end of October 2014.)

**Lee Nadler**, Marketing Communications Manager—MINI USA

**Clayton Ruebensaal** now in a key marketing role at the AMERICAN EXPRESS Company had served as Vice President Global Marketing at THE RITZ-CARLTON HOTEL COMPANY through 2014.

**Simon Sproule**, Chief Marketing Officer of ASTON MARTIN. (He served as Corporate Vice President of Global Communications of TESLA MOTORS until October 2014.)

**Joe Tripodi**, Chief Marketing & Commercial Officer—THE COCA-COLA COMPANY (He has now transitioned to an advisory role.)

# ARE YOU IGNORING HALF THE PURCHASE JOURNEY?

In an increasingly competitive landscape, brand owners are looking at every possible way to gain advantage and drive brand growth. Understanding how and why people buy products and services is a priority now more than ever.

MEC Momentum is MEC's proprietary approach for understanding and quantifying how people make purchase decisions, based on studies with over 150,000 respondents, covering 30+ categories in 20+ markets around the world.

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At its core, MEC Momentum describes the purchase journey as a continuous cycle with four distinct stages - **The Passive Stage, The Trigger, The Active Stage and The Purchase**; and Paid, Owned and Earned communications play different roles at each stage and across brand categories.

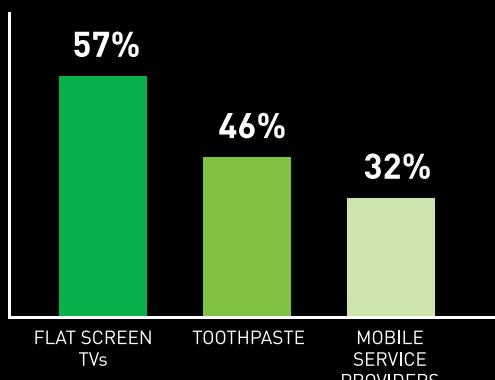
Additionally, it demonstrates what psychologists have long known: before people actively think about making a purchase, powerful cognitive biases are already helping them to make a choice – without their realizing it.

**IN FACT, DID YOU KNOW THAT 42% OF PEOPLE HAVE A STRONG IDEA WHICH BRAND THEY WILL BUY BEFORE STARTING THE PROCESS.**

What we call the Passive Stage is an under-researched, and in many cases, a dangerous blind spot for brands.

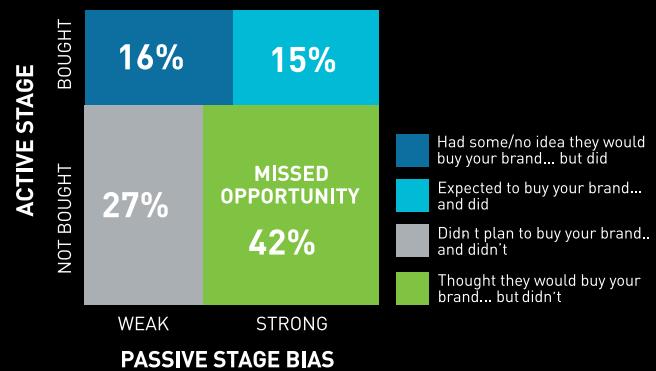
So what is it that keeps your customers moving towards purchase, and how can you use brand behavior and communication to keep them on track? Above all, are you ignoring a vital part of the purchase journey by focusing only on when people are actively thinking about buying something?

## AVERAGE PASSIVE STAGE BIAS BY CATEGORY



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## THE SIZE OF THE MISSED OPPORTUNITY



Source MEC Momentum, Body Moisturisers, Germany, 2013

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## RETHINKING Accepted Notions of Brand Building

**Lee Nadler** Shares How Passion is at the Heart of MINI's Powerful Image



Lee Nadler, Marketing Communications Manager for MINI USA, often jokes that MINI is the only car that comes standard with friends. Although it may sound like a simple statement, or perhaps

understatement in typical MINI fashion, Lee is making a significant point about the mindset and passion of MINI owners--especially when many fondly refer to themselves as "MINIacs." (MINI enthusiasts have a deep emotional connection with their cars; roughly half admit to naming the vehicle.)

What brand wouldn't want this level of involvement? According to Nadler, "MINI has brand love, and we put owners first."

In fact, MINI repeatedly proves how its devotees see fellow owners as "extended family." Central to the MINI ethos is a strong emphasis on engagement with owners and on its motoring community. In fact, just this summer, the entire MINI USA executive team, most with their families, along with legions of passionate owners, embarked on an amazing motoring adventure called MINI TAKES THE STATES, a biennial event that the company has run since 2006.

Lee Nadler is responsible for managing unique, multichannel, MINIcentric marketing programs in the US. Consequently, everything at MINI begins with investing in the relationship with its owners and recognizing that people who do own a MINI have a true personal connection with their car and the brand. He emphasizes, "We don't take it for granted. Such loyalty is among our greatest brand values."

As a result, MINI invites people to share their voice and their stories. Concurrently, the company strives to listen, learn and communicate with a brand voice that is distinctly MINI.

*Lee Nadler of MINI admits, "**Being connected to our owners keeps us on our toes.**"*

Brown Forman's **Carmen d'Ascendis** Explains How to Keep an International Brand Relevant... When Relevance is Increasingly a Moving Target

Carmen d'Ascendis is an industry veteran whose deep thinking about contemporary marketing issues and keen instincts about successful global branding combine with a life-long passion for the business. With more than 20 years in a diversity of roles at Brown-Forman, one of the top 10 global spirits companies, he is a marketing leader who brings wisdom and experience to the profession.



For d'Ascendis, the role of a good marketer is to simultaneously provide ways to be relevant to tomorrow's consumers while keeping today's enthusiasts devoted to the brand. This can mean targeting Millennials without isolating other generational groups. Although he says a constantly-evolving, "cool" brand rarely loses its devoted fans.

He adds: "What draws someone in is not what keeps them there." He differentiates "gateway values" that initially attract people to a brand from core "retention values" that build loyalty. "And you need both messages in the environment to keep consumers interested." As brand fans learn more and go beyond superficial reactions they discover new layers that help them grow closer to the brand.

So how do these issues of relevance work on a complex global level with varying brand positions by country and differing levels of local marketing expertise? As a global marketing leader, one of Carmen d'Ascendis' roles is to anticipate 3 to 5 years ahead, while his country managers are concerned about delivering cases this year and often consider how a change in their short-term communications will move more product. Success takes both experience and vision—strongpoints for d'Ascendis. He says simply: "As the 'expression' or relevant messaging changes, the 'DNA' of the brand doesn't.



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Evolving the messaging to be relevant with the message of the times is essential."

When talking to his teams around the world, he often discusses relevance in terms of the James Bond franchise of the last 50 years. "The franchise is strongest now even though there have been six different men who have portrayed Bond. Those six characters match the tenor of their time; the flawed hero of SkyFall would not have worked in the fantastical futurist time of Moonraker. Each character adapted, while keeping true to the essence of Bond."

*Carmen d'Ascendis says: "What's relevant is always evolving. Don't protect a brand from evolution. It's a mindset change from defense to offence."*

## GE's Jason Hill Shares How GE has Moved from Advertiser to Publisher of Content on a Global Stage



GE often refers to itself as the "world's oldest start-up" given its continual application of innovative thinking and technology to solving contemporary challenges. Jason Hill, GE's Director of Global Media Strategy, has been applying similar thinking in his approach to the company's growth markets around the world, and has not only discovered a number of eye-opening lessons about what it takes to be global today, but is also at the forefront of exploring how brands and content navigate in today's fast-changing world.

In fact, Jason spent 6 months in Asia in 2014, so he could "get under the hood" to better understand the marketing and media landscape there first hand. The Asia Pacific region is of increasing importance to GE, while its digital media ecosystem is quite different from that of the United States and much of Western Europe.

**"Balancing a desire for scale and the necessity of nuance is a challenge," says GE's Jason Hill, "but one well worth undertaking, and one that will become ever more central to advertising in the latter half of this decade."**

Jason's work is focused on developing a global media program with an emphasis on those international markets with the greatest growth potential for GE. Fifteen key countries and sub-regions across six continents are considered top growth markets; they vary tremendously by culture and media trends, and include Australia, Brazil, Canada, China, Germany, India, Indonesia, Malaysia, Myanmar, Turkey, Saudi Arabia, Sub-Saharan Africa, UAE, and Vietnam

Despite the diversity of these nations and geographies, GE's marketing message strikes a chord throughout the world by focusing on big, human stories about technology and innovation that are broad enough to include conversations about jet engines or CT scanners. Jason calls this focus on innovation "a north star" which helps to shape global media programs—both at scale and with flexibility to key markets.

## TRANSFORMATION as an Essential Way Forward

### Pete Blackshaw Outlines Nestlé's Digital Transformation to Build Brands and Delight Consumers

In his role as Nestlé's Global Head of Digital Marketing and Social Media, Pete Blackshaw is helping to lead change within the world's largest food company, and in doing so, is also reshaping contemporary attitudes toward marketing's power and value. Throughout his career, Pete has served as a marketer, an entrepreneur, a digital guru, an author, a data analyst, and a community service leader. Much of his success is tied to how he often manages to effortlessly juggle these roles simultaneously, while taking their best



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Pete Blackshaw emphasizes that digital “**brings ‘better, faster, smarter’ efficiency to how marketers organize and collaborate, as well as how they reach and engage with consumers. In every way possible, Nestlé has strived to exploit the synergy of the two.**”

attributes to form an enduring vision. Although these varied disciplines may initially appear to be unrelated, all underscore his relentless drive to use the tools of the Internet to empower individuals and change the status quo.

His role at Nestlé is helping the company embrace transformation to become a leader in leveraging digital and social media to build brands and delight consumers. Not only is this ambition a top priority, but Nestlé recognizes just how much is at stake. Worldwide, the company sells approximately 1.2 billion products every day, and an increasing percent of this volume is tied to digital links. Every day, the company produces over 1,500 pieces of original content across its 850 Facebook pages. And now, 200,000+ Nestlé employees are part of a collaborative internal social media network.

Pete notes that Nestlé understands how digital is as much an operating principle, as it is a communications channel. This is significant.

### **Huawei’s Amy Lou Discusses How Building an Ecosystem Challenges Marketers to Embrace Transformation**



Without question, Amy Lou believes that the future of marketing is about building an ecosystem, not campaigns. Her experience of working to establish that ecosystem at Huawei, the world’s largest telecommunications equipment maker, underscores that she understands how this process challenges marketers to change established mind-sets and embrace transformation.

She says, “The notion of developing a campaign seems obsolete today. Building an ecosystem is the way forward. The synchronization of paid, owned and earned media is far more important. Paid media is about creating brand fame through

mass awareness; owned media is to engage and educate through entertaining, video-rich content, and interaction with audiences. Whilst earned media is to build advocacy and brand reputation for responsiveness.”

Amy’s role as Director of Global Brand Management is a daunting one; however, her dedication to the advancement of contemporary marketing values insures that she’s up to the task. Her belief is that marketing innovation in our Digital/Social Age means “braving the power of difference.” She elaborates: “Humans are attracted to difference. Our brain encodes difference more forcefully. Difference awakens sensation and creates enduring memories. Today, difference is even more important. Difference catches attention, triggers curiosity, and boosts the conversation. Marketers should be courageous enough to think out of box, break industry norms, challenge established conventions, and embrace the power of difference. Ultimately this drives innovation in marketing, but it also creates successful brands and strong consumer connections.”

**“In the past decade,” she says, “we have seen the fundamental shift in how marketers engage with consumers. The continuous emergence of new technologies has drastically affected our lifestyle and changed consumer behavior. Humans shape technology. Technology changes human behavior. Human behavior influences the way we do marketing.”**



### **Barbara Basney of Xerox Talks about the Global Transformation of a Legacy Brand**

Barbara Basney in her role as Vice President of Global Advertising and Media has been at the forefront of an extraordinary evolution of the Xerox Corporation as the world-

# JAPAN

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## Leading Countries in Asia in Terms of Daily Newspaper Sales

	(Circulation per 1,000 adults)
Japan	431.8
Singapore	339.6
Korea	299.7

Source: The Japan Newspaper Publishers & Editors Association (2013)

## How People Receive Their Newspapers



Source: The Japan Newspaper Publishers & Editors Association (2013)

## Total Daily Circulation in Japan (Unit:copies)



Source: Japan Audit Bureau of Circulation average of Jan. to Jun. 2014

Full of up-to-date business information and international trends that cater to a diverse readership and delivered nationwide via an established home delivery system every single day, it's no wonder that the Yomiuri Shimbun is the newspaper of choice in Japan.



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TOKYO +81-3-6739-6341

ad-emea@yomiuri.com  
int@yomiuri.com

*According to Barbara Basney, “True thought leadership provides something of interest to a key audience segment. We want people to be pleased or intrigued that a memorable element of content was brought to them by Xerox. It demonstrates that we care about our audience.”*

renown company has transformed from its heritage in document technology to the leading enterprise for business processes services throughout the globe. Over the past several years, she has not only worked to communicate the significance of this transition for so iconic a brand, but has also embraced new ways of advertising.

Today, more than half of the company’s revenues come from business processes or “back office solutions and services” for companies, governments and municipalities around the world—in areas like Human Resources, Customer Care, Healthcare, Public Transportation, and Finance and Accounting.

The idea of conveying just what today’s Xerox does for customers is at the core of Barbara’s role, and

campaigns like “Made Simple by Xerox” and “Ready for Real Business” have reshaped how customers in over 180 countries—from small businesses to large global enterprises—perceive the brand. Barbara says, “There are many ways that we’re helping our customers around the world simplify the way work gets done, so they can focus on what really matters—their real business.”

Integral to the success of these programs is content, and Barbara Basney is the first to acknowledge that today’s advertising environment, more than ever before, lends itself to the use of content to create essential conversations with key brand audiences.

## CHALLENGING the Status Quo to Create New Frameworks

### Simon Sproule Builds a Global Image in a New World by Challenging Classic Marketing Concepts



Simon Sproule is a true internationalist with over 20 years of auto industry experience. He is now the CMO of Aston Martin, a brand whose legacy brings to mind both

luxury and managing the impossible à la James Bond. He began his career at Ford UK, and in 2003, joined Nissan North America as the Vice President of Communications, moving to the company’s headquarters in Tokyo the

following year. His role eventually expanded to CVP of global marketing communications at Nissan Motor Company and director of marketing communications for the Renault-Nissan Alliance. He also served as Vice President of Global Communications at Tesla.

Simon Sproule has spent his career in automotive marketing and communications by breaking down silos and embracing sprawling global programs with discipline, clarity and collaboration. He is an outspoken advocate for the integration of marketing and communications. Now he adds that “Integration is also about content. Today, many marketers are overly obsessed about the channel. However, channels are ideally co-owned by both the marketing and public relations disciplines. They must be in sync. Social media has pushed this alignment, and success is increasingly defined as content driven, and based on what people choose to consume.”

*According to Simon Sproule, “If you look at the world’s most valuable brands, they achieve a very good balance between communicating the immediate benefits of their products or services, and telling consumers why the brand or company should be trusted for the long term.”*

There's no question that Simon Sproule sees contemporary content strategies as central to marketing effectiveness today. He says, "Great brands must have a powerful content strategy as the backbone of their marketing communications. A brand is a story. Not only is the story the mainstay of the product, but it provides both the lure and the combination of one's experiences with the brand."

He adds, "Breakthrough brands today—whether Red Bull, Burberry or GoPro—are increasingly from organizations that have transformed themselves into content companies. In a world where advertising can easily be blocked or avoided, every brand in the world is trying to figure out how to reach people and tell their stories."

## **Clayton Ruebensaal, Envisions a New Era of Brand Communications**



Clayton Ruebensaal realizes that today even the most sophisticated marketer still has to be a student of marketing, a contemporary reality that can be overwhelming to even industry veterans. "Everything changes so quickly that you can't hold onto old rules of marketing and assume they will work today or tomorrow. You need to expose yourself to the cutting edge of what's being put into the market

effectively to find new ways to get results." In fact, his definition of innovation is "doing something different enough that it carries risk of failure."

He also recently made a change in his own career as a luxury marketer. He's moved from the Washington

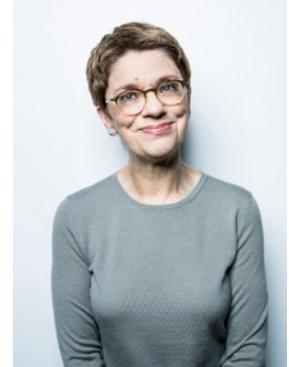
DC area where he was responsible for global marketing at Ritz-Carlton back to New York for a new marketing role at American Express.

Clayton Ruebensaal also makes a distinction between keeping current and what he considers "trend chasing." He admits that managing such a shifting balance can be one of biggest frustrations with the industry at present. "The insecure among us feel the need to do every new thing without evaluating how right it is for our brand and our strategy. Some new things may be right, others not right. Meanwhile there are just as many innovative things being done with traditional mediums as with new ones. Television has never been more targeted. As email has grown out of control, direct mail is now a far less cluttered space to break through."

In fact, he says that he'd characterize "the reinvention of marketing" as simply "cutting through the clutter."

## **Dana Anderson of Mondelēz Shares How Collaboration is Key to Marketing's Future**

At the end of September, Mondelēz International announced Dana Anderson's appointment as Senior Vice President and Chief Marketing Officer of the multibillion dollar snacking powerhouse with brands like *Oreo*, *LU* and *Nabisco* biscuits; *Cadbury*, *Cadbury Dairy Milk* and *Milka* chocolate; *Trident* gum; *Halls* candy and *Tang* powdered beverages, and an extraordinary foothold in 165 countries. Frankly, there is no better candidate for a 21st century CMO.



Dana Anderson has been an advocate for extraordinary quality and relevance in advertising. She's also managed to embrace the new with apparent ease,

**"As new levels of fragmentation and innovation continually become accepted industry norms," says Clayton Ruebensaal, "the harder it is to get your message noticed. Brands need to focus on cutting through the clutter today—more than ever."**

Dana Anderson suggests that “**We now have to work with ‘strategic intuition,’ or ‘studied improvisation’—a combination of right and left brain functions. Whatever we do, we have to find a way to include this diversity of contributors to be part of the brand story.**”

while constantly challenging convention—and sometimes big convention. She once noted that executive recruiter Korn Ferry said that the most vital characteristic of the modern CMO is *learning agility*. Dana possesses that rare ability to not only embrace change, but to realize that past success has little to do with navigating in the present, and certainly not in the future.

Dana believes, “More people are playing a part in the marketing of a brand. Today, we need a rich chorus of people to solve problems, jump higher, work faster, and collaborate better. This is a new community of creators, strategists, entertainers, content providers, production houses, and social media companies, plus many others with varied skills sets, who collectively have a seat at the table and can face a challenge together by adding capabilities that can meet shifting demands.”

And while the community that serves the brand is larger than ever before and requires many new kinds of creative partnerships, managing the brand is harder. This is particularly true if a brand is part of big corporation that loves proof and prides itself on control and measurement

In fact, she recognizes that the acceptance of iteration offers great opportunity, but it can also generate considerable challenges for people who are used to being in charge. “Of course, we have to embrace iteration—today’s world requires that we continually ‘throw out and learn.’ The tough part is that no one is going to fully understand every step the process. We just can’t know it all. Perhaps we can learn it, but then we’re up against that time and breadth continuum of today’s tech world. We have to bring together many varied collaborators today to fully solve a problem.”

## PURPOSE Instilling Purpose by Thinking Differently

**Bank Itaú’s CMO Fernando Chacon is Revolutionizing a Bank’s Marketing to “Change People’s World for the Better.”**



Fernando Chacon is a new kind of global marketer. A native of Brazil, his values embrace a new world ethos. He believes that successful brands increasingly will be those built for people, particularly in a social media world.

His progressive views are uncommon to a bank marketer. Itaú’s vision is to be the leading bank in sustainable performance

and customer satisfaction. And they are well on their way.

São Paulo-based Itaú Unibanco Holding S.A. is the result of a 2008 merger of Banco Itaú and Unibanco. Today, Itaú is the largest bank in Latin America and among the world’s largest banks by market value with operations in 20 countries throughout the Americas, Asia and Europe. For almost a decade, Itaú has been the most valuable brand name in Brazil, according to Interbrand.

Fernando Chacon talks about a brand proposition that is heartwarming and relevant in the lives of people—another departure from most bank marketing. He also recognizes that a big part of Itaú’s mission is to present a new Global Latin America to the world, while deepening its roots at home.

**“We must be guided by our brand proposition and business vision, while keeping the dialogue flowing with people,” says Fernando Chacon.**

## Zita Cassizzi Discusses TOMS' Sustainable Giving through Business in a Digital World



TOMS' business model continues to create headlines, gain wider attention, and, most importantly, contribute to making a world of difference. The *for-profit* company sells shoes, eyewear and now coffee, but also operates a *non-profit* One for One® giving enterprise. When TOMS sells a pair of shoes, for example, another pair

is given to a child in need. Zita Cassizzi, TOMS' Chief Digital Officer, plays a critical role in expanding the company's direct-to-consumer business around the world by enhancing strong customer relationships through e-commerce, online marketing, mobile, and social media.

TOMS has achieved success and admiration, because its model has the potential to do enormous good, but also because the company is built with a passionate entrepreneurial business sense and strong 21st century marketing principles.

She adds, "It is critical for TOMS to establish compelling, unique, and accessible experiences for our consumers – no matter where they are physically. This means observing, listening and leading with a focus on consumer behavior in all points of engagement and in all points of commerce-- from awareness to consideration to loyalty to physical and experiential integration."

Zita emphasizes that everything TOMS does is digital. In fact, there are five things that she thinks about every single day at TOMS:

1. Connect with your community
2. Deliver meaningful and relevant content to customers
3. Keep customer relationships for life
4. Continue the conversation with customers
5. Create a culture of innovation

"We have a term at TOMS," says Zita, "it's TTF—Try It, Test It and Fail (fast). This attitude fosters out of box thinking."

**"We have a unique purpose and mission: to improve people's lives through business,"** says Zita Cassizzi. **"It's not just a slogan; it's the foundation for everything we do."**

## Vestas Wind Systems' Morten Albæk of Vestas Rewrites the Rules of Business Marketing

Morten Albæk is the charismatic CMO of the world's largest renewable energy company. Not only is he responsible for leading the transformation of wind turbine manufacturing company Vestas Wind Systems from a product-oriented company to a global brand, but he is devoted to new ways of thinking about the value and purpose of marketing.

He also acknowledges that if wind power is to play a significant role in the world's future energy mix, it will not gain acceptance through traditional business and political channels, but through the power and extraordinary resources of contemporary marketing. Morten Albæk's recent initiative, *Wind of Prosperity*, is not only a sweeping gesture; it has the capability of rewriting the very essence of purposeful marketing.

*Wind for Prosperity* is a global initiative based on an innovative commercial business model to provide electricity to the world's remote communities and ensure long-term, sustainable economic development. The project's initial goal is to deploy wind energy that provides electricity for 100 communities or roughly one million people within the next three years. Vestas' larger mission, though, is to end energy poverty with the potential to deliver affordable electricity to approximately 100 million people in remote, high-wind areas worldwide, while providing a risk-adjusted return to investors.



*Morten Albaek's fundamental belief is that "Citizens and consumers have long been perceived apart. In today's interconnected society, the roles have merged. Citizens are slowly becoming aware of the impact that corporations have on the development of a prosperous society; consumers are aware that, via their purchasing decisions, they can influence how corporations act. It is just a matter of time before a paradigm shift will emerge. CMOs not looking ahead will leave their brands behind."*

## LEADERSHIP New Views of Marketing Leadership

### Nadine Karp McHugh Discusses New Structures for a Contemporary Marketing World



Ask Nadine Karp McHugh about today's challenges to progress in our industry, and she'll answer emphatically: "Much could be accomplished through grcollaboration, so that we can all move forward faster. Silos help no one. Those who

can move dynamically through the future will win."

She adds, "Even in our new era of real-time big data, smart marketers need to be able to capture the insights that result from this data to find "own-able" and unique solutions that will make a difference. Everyone is talking about big data driving everything--and it will-- but without insights and creative problem-solving, it cannot be effective. Data is just a blunt tool waiting to be sharpened."

Nadine Karp McHugh now serves as Senior Vice President/ Omni Media, Strategic Investments and Creative Solutions at L'OREAL USA; she was Vice President of Global Integrated Media Communications

at Colgate Palmolive until the end of October 2014.

Without question, Nadine has a passion for high caliber creative problem-solving that drives brands to find distinctive "own-able" solutions, particularly ones that ultimately result in competitive advantage. She firmly believes that the future of marketing will depend on everyone's ability to harness their creative potential to drive and build "the possible." For her, this is the democratization of marketing to which she is so unwaveringly committed.

Nadine's own history in the industry has shaped her belief in the critical importance of navigating in a new marketing world. Not only has she been a pioneer in many emerging sectors of marketer and agency solutions, but she decided to devote her late nights and weekends to completing a Master's degree, remotely and through annual on-site work (aka Grad School Boot Camp), in an entirely new field. In fact, she was the world's 500th graduate with a Master's of Science in Creativity and Change Leadership.

*Nadine Karp McHugh says, "Technology has changed our world and will continue to do so in ways we have not yet dreamed of. By thinking differently and being able to reframe problems, the future we create is only as limited as we allow it to be."*



## Mengniu's **Jesper Colding**, originally from Denmark, Leads one of China's Key Companies to Become a Brand Building Organization

Inner Mongolia is a very long way from Denmark, but Jesper Fournaise Colding doesn't mind. True to his Viking roots, he's an adventurer and an internationalist who has lived and worked in eight countries over the past two

decades, including a 13-year career with Procter & Gamble in the Nordic region, as well as in Southeast Asia.

Other stops along the way have included a role as General Manager of Danish Brewery Royal Unibrew in the Baltics—a region where the company has a strong presence, and Senior Vice President of Global Categories and Operations at Arla Foods, the Swedish-Danish cooperative that is not only Scandinavia's largest producer of dairy products, but also the 7<sup>th</sup> largest diary company in the world as measured by turnover.

His role as Senior Vice President of Global Categories and Operations at Arla Foods, the Swedish-Danish cooperative that is the 7<sup>th</sup> largest diary company in the world, paved the way to join Inner Mongolia Mengniu, a subsidiary of China Mengniu Dairy Company Limited established in 1999 and headquartered in the provincial capital of Hohhot. His arrival coincided with Mengniu's desire to both improve product safety and rebuild consumer trust in the aftermath of well-known tainted food scares in China.

Yet, Mengniu's executive directors also understood that it needed a new CMO to lead a separate sales and marketing operation to transform the company into an effective brand-building organization—without losing its entrepreneurial culture. (Mengniu was started 15 years earlier by several individuals inspired by the potential for China's new future.)

He admits that it was immediately clear to him what

needed to be done. When Jesper joined the company, Mengniu had more than 50 brands and "a very long SKU trail." Now the dairy maker concentrates on 15 brands with a clearer focus and with an eye toward delivering for the future. The company is working to communicate more directly with customers with a tagline of "A little happiness matters," while also organizing its brands into clearly-defined sectors.

*Jesper Colding believes that "brands enable consumers to experience a huge spectrum of just what they care about. In the past, we had communications messages. Now we must create inspirational brands. Consumers no longer 'consume' a brand; they instead connect to what they care about through the brand. This is the new matrix for the future."*

## **Joe Tripodi** Discusses the New Ideals of Marketing Leadership

Without question, Joe Tripodi understands the integral role that brands play within the overall cultural landscape.

Whether Coca-Cola's first advertising campaign, *The Pause that Refreshes* in the 1920s ... or *Things Go Better with Coke* in the '60s ... or today's *Open Happiness* -- these brand sentiments touch people, spark emotions and memories, and can even impart a very specific sense of time, place and social relevance. He also knows that as the world's most-recognized and most-valuable brand, Coca-Cola has a position in the global cultural consciousness.



During his six years as the Marketing and Commercial leader for the world's largest beverage company, Joe also recognized the need to adapt to the ideals of new audiences, while creating internal and external structures that reflect a changing world. In the process, he not only played a pivotal role in the reinvention of marketing, but actually changed the definition and requirements of contemporary marketing leadership *par excellence*.

Few individuals have been able to embrace so many elements of today's marketing complexity, while also reevaluating an effective global structure, and inspiring idealism within a company and a worldwide community of customers. Joe not only managed to keep a 128-year-old flagship brand at the top of its game, but was also

committed to driving an aggressive growth mission.

**"New rules and opportunities require courage, risk, and reinvention on the part of all involved," says Joe Tripodi. "This is not limited to how a company goes to market. The leaders must reinvent the company and the way it is structured and networked."**

This means broadly engaging the entire Coke ecosystem of people and organizations by staying relevant, by keeping the brand familiar, and by evoking true cultural leadership.

All participants in *The Reinvention of Marketing* prove that marketing is now more critical now to every organization, but it can literally do good, transform brand and consumer relationships through honesty and passion, and even quite literally change the world... or at least improve elements of it.

There's no question that today's always-on, accountable, social media environment has radically shifted the rules of "doing good business." Responsibility and transparency are now central to how any brand or business plays its proper role in society.

Marketing's transformation, of course, is also a result of technology, globalization, and shifting economics, but more companies are embracing big, sustainable ideas that demonstrate true marketing innovation in an effort to deeply connect with customers' passions and values. These ideals are simply CENTRAL to new marketing principles. When done right, business growth is often a result, and this new way of working truly represents a global revolution in marketing intentions and possibilities.



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# GLOBETROTTERS



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

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



## DIEGO SCOTTI MOVES TO NEW CMO ROLE AT VERIZON

Diego Scotti, named an *Internationalist of the Year* in 2012 while CMO of fashion retailer J. Crew, has taken on a newly-created role as EVP/ Chief Marketing Officer for Verizon Communications. Originally Bell Atlantic, following the Bell system breakup, Verizon is now a broadband and telecommunications company, and of September 2014 is the largest US wireless communications provider.

Diego is responsible for the global management of Verizon's brand, including consumer insights, digital marketing, creative development and agency management, marketing effectiveness, social responsibility, sponsorships, media and employee communications. Given today's emphasis on the power of big data and digital marketing, he'll also oversee the leveraging of Verizon's current capabilities to help build its global brand.



## NICK BRIEN NAMED CEO OF HEARST'S DIGITAL AGENCY ICROSSING

Nick Brien has been named president of Hearst Magazines Marketing Services and CEO of iCrossing, the company's full-service digital marketing agency.

He's, of course, a well-known agency executive with roughly 30 years of global experience across advertising, media and marketing services. Nick served as CEO of

McCann Worldgroup from 2010 to 2012 and CEO of Interpublic Group's Mediabrand from 2008 to 2010, which included global media networks Universal McCann (UM) and Initiative, as well as media barter division Orion Trading and other business units.

Prior to creating Mediabrand at Interpublic, he was global CEO of UM from 2005 to 2008. Earlier leadership positions included CEO

of Publicis Groupe's Arc Worldwide, CEO of Leo Burnett London and global president of corporate business development for Starcom MediaVest Group. He joined Leo Burnett London in 1992 as media director and began his advertising career at Grey Advertising.

iCrossing provides digital marketing services including search marketing, performance media, content creativity, social strategy, Web development and mobile marketing. It is a unit of Hearst Corporation, and now has 900 employees in 17 offices throughout the world. Clients include Coca-Cola, DIRECTV, LG Electronics, Microsoft, PNC, Toyota and Williams-Sonoma, Inc. Nick Brien will report to David Carey, President of Hearst Magazines.

## MEDIACOM PROMOTES TOBY JENNER TO WORLDWIDE COO

MediaCom has announced the appointment of **Toby Jenner**, currently Global Business Development and Marketing Officer, to Worldwide Chief Operating Officer.

Toby will retain his current global business development and marketing role, while adding new responsibilities which include spearheading the agency's global business plan, driving Content and Connections positioning globally, and supporting all Global Account Directors and Specialist Function Units.

Toby has been instrumental in MediaCom's global business development in the past two years as the agency has won close to \$6bn in new business including Fonterra, Danone, Sony Mobile and Electronics, eBay, as well as the global planning work for Mars and the expansion of relationships with P&G and The Coca-Cola Company in multiple. MediaCom was ranked #1 as most competitive global agency network, according to RECMA's 2014 Compitches Report.

Toby brings broad experience to the Worldwide COO role. He was previously COO for MediaCom in APAC, and has also held senior leadership roles in the UK and Australia for both MEC and MediaCom.





# Fueling Mass Multi-Channel Customization

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

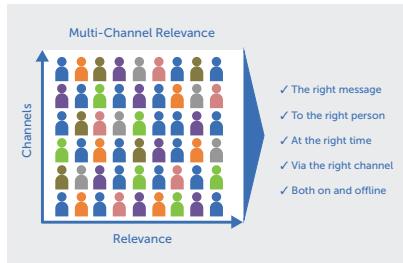
**Relevant multi-channel engagement requires orders of magnitude more content.**

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

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

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

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



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

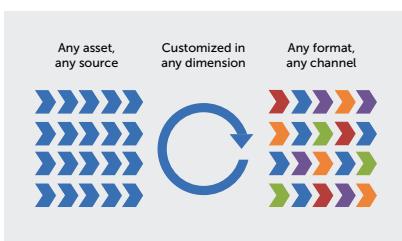
On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

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

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

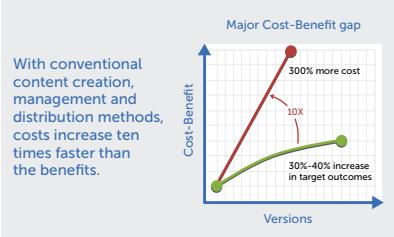
Elateral is relentlessly focused on helping marketers transform their multi-channel content supply chain into a powerful competitive advantage, while reaping the full rewards of today's sophisticated multi-channel experience management platforms.

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



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

**"Elateral's game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management."**



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# Maximizing Value & Advantage

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

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

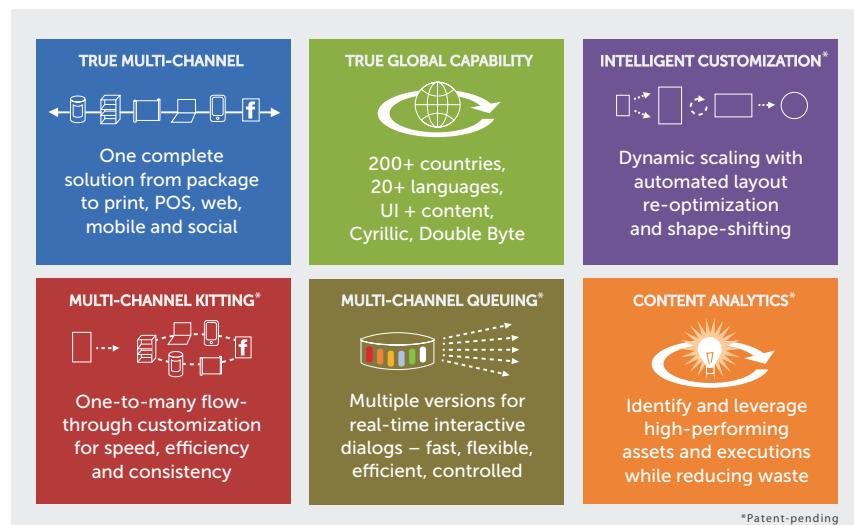
## Representative Case Examples:

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

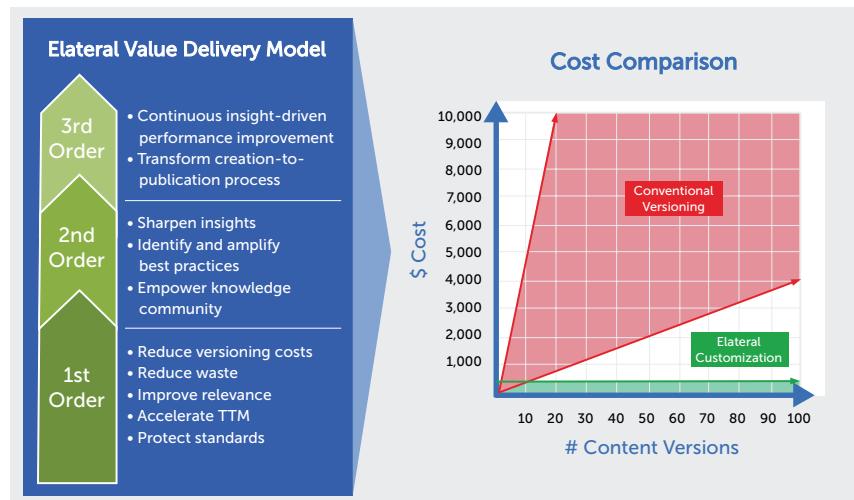
Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company +1 (877) 914-0789 or infousa@elateral.com

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

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



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



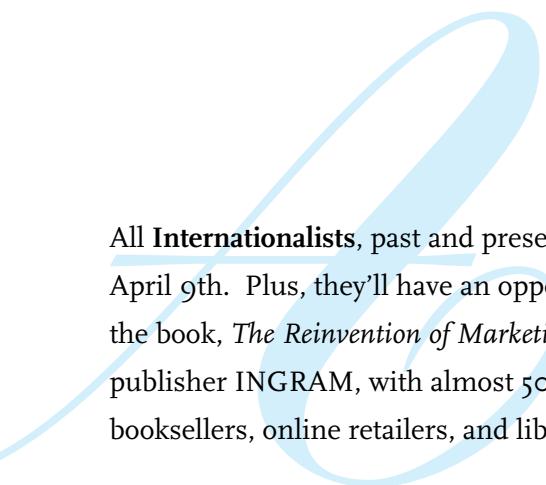


## 37 OUTSTANDING MARKETERS ARE NAMED INTERNATIONALISTS

Thirty-seven marketing leaders have been named *Internationalists of the Year* by **The Internationalist** in its effort to celebrate the people behind the brands. These individuals represent the people behind today's outstanding marketing thinking and brand communications. This is the largest list of *Internationalists* to date, a reflection of the vitality of marketing during a time of reinvention, as well as its increasing significance in a fast-changing, complex business world.

*Internationalists of the Year* take marketing risks that produce results in multiple markets or influence worldwide thinking about best practices. Without their leadership, many international programs simply would not come to fruition.

According to their peers, *Internationalists of the Year* are leading lights—champions of multinational strategy, adept at innovative communications, advocates of responsible brand-building and inventors of how we re-think marketing's new capabilities. In the midst of a re-set global economy, combined with today's fast digital pace and emphasis on accountability, the extraordinary efforts of these individuals insure that key marketing programs move ahead and make a difference.



All **Internationalists**, past and present, will be feted at a celebratory peer-to-peer dinner in New York on April 9th. Plus, they'll have an opportunity to participate in a chapter interview for the next edition of the book, *The Reinvention of Marketing*, published by **The Internationalist** and the ANA through global publisher INGRAM, with almost 50 years in the book business and worldwide access to over 39,000 booksellers, online retailers, and libraries.

This also marks the 10th Annual Edition of *Internationalist of the Year*; all those named remain Internationalists throughout their tenure in the marketing industry. All are also invited to become part of **THE INTERNATIONALIST 1000** initiative—*1000 Marketers Around the World Reshaping the Future of Marketing* in global partnership with the ANA/ **Association of National Advertisers**—is a group of dedicated industry leaders who are reshaping our understanding of marketing's expanding role throughout the world.

- Every year since 2004, **The Internationalist** has named those international marketers who are truly the people behind the year's outstanding marketing achievements.
- Known as the *Internationalists of the Year*, winners represent a variety of industries and a diversity of locations. Yet, all take the role of international brand champion to heart. Without their extraordinary energy, inspiration and experience, many multinational programs simply would not get off the ground.
- All **Internationalists** are nominated by their industry colleagues for their current work during a 3-month Call for Entries. Nominees should "break the mold" with their multinational brand communications, as well as their individual skills and drive. To qualify, their international communications and media usage must occur during the 2014 calendar year.
- Candidates are selected by the nominations and the evaluations of the **Internationalists** Committee, past **Internationalists**, and **The Internationalist** Editorial Board.

## Irene Albert, Procter & Gamble

*IT Department Head - Global End-to-End In-Store Material Systems*



Irene Albert may soon celebrate her 30<sup>th</sup> anniversary with Procter & Gamble; however, her level of innovation, dedication, and her well-known sense of “never settling” only intensifies with each year of service.

Procter & Gamble’s portfolio of products and brands is legendary. A titan

of global brand communications, P&G has a remarkable track record for resonating locally in communities around the world. Another defining characteristic of Procter & Gamble is the company’s remarkable capacity for transformational innovation. One such innovation, dubbed “Real-Time In-Store Materials” or “R.I.M.” promises to transform the way marketers connect locally within a global context. This is Irene’s current passion.

RIM takes advantage of highly advanced and intelligent multi-channel templating technologies to automate and democratize artwork adaptation across a diverse range of media channels, whether online, offline, and even in 2-dimensional and 3-dimensional marketing materials (like free-standing displays and packaging). The RIM solution allows diverse and distributed marketing and field personnel to find, adapt, and deploy marketing materials with tremendous speed, intelligence, and efficiency, all while safeguarding precious brand equities and compliance essentials. The RIM solution makes it extremely easy for distributed users to do the right things to create relevant and engaging experiences across channels at the local level, yet making it virtually impossible to do the wrong thing; and, because of the unprecedented versatility of the platform, marketers do not feel constrained by the highly flexible templates.

The RIM platform has been described by its users as “the Amazon of marketing materials” and as “Apple simple”. In truth, there’s nothing simple about making such an ambitious and transformational vision come to life. Irene’s extraordinary vision and commitment have been the fuel which has propelled this pioneering program, and under her leadership, the program is rapidly scaling across brands and geographies. Before long, RIM and the methods behind it will also become household names in the modern marketing vernacular.

## Chloe Alsop, Metro Trains Melbourne, Australia

### *Marketing Manager*

Not many marketers can honestly admit that their one of their campaigns has become a global phenomenon. However, Chloe Alsop, a seven-year marketing veteran at Australian Metro, the public transport utility, and with just two years of prior account experience at Clemenger Harvie Edge, has done just that. Her public service message, created with McCann Australia, called Dumb Ways to Die, has not only become one of the most awarded campaigns ever, but its lyrics are being sung by children all over the world as they become more careful around train tracks.



The Dumb Ways to Die PSA video, when uploaded to YouTube, was viewed 2.5 million times within 48 hours and 4.7 million times within 72 hours. As of December 2014, the video received over 95 million views. The music track was popular, too, charting on iTunes in 28 countries.

Despite the wild success and many accolades, Ms. Alsop maintains unrelenting enthusiasm for the project, as well as a freshness and humility that’s not only inspiring, but rooted in a sincere belief that the small team is helping to improve awareness of rail dangers, especially among children. She recognizes that the video draws people into the safety message, rather than frighten them away.

Anyone who’s seen the original 3-minute campaign video, which went viral through sharing and social media starting in late 2012, will confess that the captivating tune by Tangerine Kitty stays in their head for days. Plus, it features 21 adorable little animated characters who wind up killing themselves in increasingly dumb ways-- (which would delight any fairy-tale-loving child)-- until the last three are killed by trains due to unsafe (and now, clearly, simply dumb) behavior.

In June 2013, the campaign clip won the Integrated Grand Prix at the Cannes Festival, and also won five Grand Prix awards, 18 Gold Lions, three Silver Lions, and two Bronze Lions—making it the most-awarded campaign in the festival’s history.

Since the original video, Metro released a Dumb Ways to Die game as an app for iOS devices, which invites players to avoid the dangerous activities engaged in by the various characters featured throughout the campaign. Players can also pledge to "not do dumb stuff around trains." A sequel was made in November 2014 with a greater variety of challenges. The second game in the series, Dumb Ways to Die 2, went to number 1 in 80 countries, and has been played billions of times. Plus there have been over 63 million pledges globally to be safe around trains.

And we're only expecting more from Chloe Alsop as she takes Dumb Ways to Die to the next level.

## Dana Anderson, Mondelēz International

*Senior Vice President  
& Chief Marketing Officer*

There's no question that throughout her career, Dana Anderson has been an advocate for extraordinary quality and relevance in advertising. She's also managed to embrace the new with apparent ease, while constantly challenging convention—and sometimes big convention. Never shy about questioning the status quo, she has become the de facto champion for work that resonates with today's consumers. If anyone is at the center of the continual evolution of marketing, or its reinvention—given today's breathless pace—it's Dana.

At the end of September 2014, Mondelēz International announced her appointment as Senior Vice President and Chief Marketing Officer of the multibillion dollar snacking powerhouse with brands like Oreo, LU and Nabisco biscuits; Cadbury, Cadbury Dairy Milk and Milka chocolate; Trident gum; Jacobs coffee and Tang powdered beverages, and an extraordinary foothold in 165 countries. In a very short time, Dana Anderson has become the consummate, global 21<sup>st</sup> century CMO.

She once noted that executive recruiter Korn Ferry said that the most vital characteristic of the modern CMO is learning agility. Dana Anderson possesses that rare ability to not only embrace change, but to realize that past success has little to do with navigating in the present, and certainly not in the future.



She characterizes today's marketing dynamic as the reduction of time and the expansion of channels through digital means. (She has said often that "digital just didn't make one new channel—it created thousands of new mediums.") Ideally, this requires not only a new way of working, but also a diverse group of creative contributors who can thrive amid change and chaos. And she reminds us, "Creativity in all of its forms is vital to consumers, so it's vital to us."

Dana Anderson believes, "More people are playing a part in the marketing of a brand. This is a new community of creators, strategists, entertainers, content providers, production houses, and social media companies, plus many others with varied skills sets, who collectively have a seat at the table and can face a challenge together by adding capabilities that can meet shifting demands. We now have to work with 'strategic intuition,' or 'studied improvisation'-- a combination of right and left brain functions. Whatever we do, we have to find a way to include this diversity of contributors to be part of the brand story."

## Simon Bradley, Virgin Atlantic Airways

*Vice President of Marketing,  
Americas*

Virgin Atlantic is one of the world's most iconic travel brands, renowned for its innovative approach to customer service and marketing. Simon Bradley's role is to lead the development and implementation of the marketing strategy to meet business objectives and revenue goals across 11 markets in North America, as well as to contribute to the global strategy for the airline.



After the UK where the airline ranks #2 following British Airways, few realize that the US is Virgin Atlantic's next biggest market with flights to more than 50 destinations. (And that's not to be confused with Virgin America, which flies only within the US.) The United States is also one of the airline industry's most competitive markets, and despite the cachet Virgin Atlantic has created, its marketing budgets cannot compete with the likes of such giants as American or United.

So Simon Bradley relies on innovation, a counter-culture spirit, and developing an active relationship between

flights, particularly when a significant number of North American customers only fly once or twice a year. Positioning from “Flying in the face of ordinary” with hashtag #FITFOO that reminds Virgin fans how to “zig while others zag” to the new “Let it fly” ethos which proclaims, “Life doesn’t come to you. So go to it,” Virgin Atlantic aims to go beyond the norm to deliver unforgettable experiences for its customers.

Simon’s ability to evolve with the fast-paced digital environment means he is well versed in driving true content solutions, while keeping an eye on sales with the help of targeted programmatic tactics. Plus, a culture of innovation is always tied to the contemporary. His work with the NFL helped to insure that Virgin Atlantic was front and center at the Wembley exhibition match, and served as a classic example of international thinking-- particularly in driving interest around the primary Virgin hubs of London and New York. In fact, some sports enthusiasts are concluding that the NFL should move a team to London. The recent Dolphins-Raiders games packed twice the crowd at Wembley than England’s football matches to Virgin’s delight.

A true internationalist, Simon Bradley has held global marketing positions in Scandinavia and Latin America, as well as the US, Canada and the UK. Prior to his role at Virgin Atlantic, he worked for VisitBritain, the national tourism office responsible for marketing the United Kingdom in 35 markets globally. He led the team Americas region in the USA, Canada, Mexico and Brazil. He also served the organization in the Nordic region while based in Stockholm. He’s also an Adjunct Professor of Digital Marketing at New York University.

## **Camilo Roman Cepeda, Samsung Electronics Brazil CMO of Samsung Brazil**

When people mention Roman Cepeda, they immediately describe—with admiration and often wonder-- how he possesses both the temperament and ability to be an effective international marketing leader. Without question, Samsung, a global trailblazer in the broad electronics sector, has performed remarkably well within



Brazil, since Roman joined the company in 2003. His passion for business development and his expertise in digital media, combined with a strategic mindset, cultural awareness, creativity and language skills make him a Renaissance Man for a modern era, as well as a rare professional.

His early background, though, did not immediately point to marketing. His undergraduate degree from MIT is in Mechanical Engineering, and one of his earlier roles--from 1997-2001-- was as a Vehicle Engineer with the Ford Motor Company. His advanced degrees include a Masters of Arts in East Asian Studies and Japanese from the University of Pennsylvania, where he then went on to complete an MBA in Multinational Management.

After a stint at consulting firm Booz Allen Hamilton (now Booz), he joined Samsung as a Senior Manager for Digital Media and Business Marketing. Roman became involved with global key account relationships, strategic channel development, as well as marketing alliances. He learned his craft well, as four years later, he became the Director for Latin American Regional Marketing.

## **Daniel J. Cherry III, DIAGEO**

**SVP Marketing, DIAGEO  
North America**

Daniel Cherry has had a number of extraordinary and varied stops along his career path to date. The unifying thread in these diverse roles is his belief that in the world of marketing and messaging, one of the most important considerations is to manage one’s business from the bottom up by having a true open door policy with a community of consumers. Call it ultimate transparency, listening to the consumer, or believing that good ideas can come from anywhere—but that ethos is fundamental to the way Daniel Cherry approaches his roles.



He is currently the Senior Vice President of Marketing for DIAGEO North America, where he is responsible for leading the marketing and brand strategy across several spirits categories, totaling over 27million cases and generating over \$2.2billion in annual revenue. He took on this position in July after serving for 3 years as Diageo’s Vice President of Consumer Planning and Research. The British multinational is the world’s largest

producer of spirits and a major producer of beer and wine with brands like Johnnie Walker, Crown Royal, J&B, Bushmills, Smirnoff, Ciroc, Ketel One, Captain Morgan, Tanqueray and Guinness.

Prior to joining DIAGEO, Daniel was the Chief Marketing Officer of the legendary soccer club The New York Cosmos, made famous by global soccer icon Pelé. Daniel helped establish a \$30 million valuation and buyout of the re-launched Cosmos international soccer brand.

His earlier career was on the agency side of the business. He served as Managing Partner & Director of Brand Strategy at Anomaly, one of Fast Company's most innovative agencies in the states. Daniel led the agency's brand strategy division, working on global brands such as Converse, Umbro, Cole Haan, Budweiser, and Motorola. He also worked at Wieden+Kennedy and led strategy on Nike, the Jordan Brand, and ESPN. His work on Nike included the Grammy 2007 nominated song "Classic" (Better Than I've Ever Been) featuring pop stars Kanye West, Nas, Rakim, and KRS-One. His passion and expertise in music marketing led to his 2010 selection to the board of The Grammy Foundation – the charitable arm of the National Academy of Recording Arts & Sciences (NARAS).

Before W+K, Daniel was a co-owner of Frank151 Magazine and malbon Brothers Farms (mBF), the advertising and brand consulting division of Frank151 Media Group, where he led branded content, influencer, and experiential marketing strategies for Sprite, Toyota Scion, and glacéau Vitaminwater. Daniel got his start in advertising at Crispin Porter + Bogusky where he brought AND 1 Basketball to the forefront of the athletic apparel industry.

Additionally, Daniel played a critical role in the development of the anti-tobacco "truth.com" brand, a campaign that has grown to be the most successful teen anti-smoking effort in history.

He has strong ideas about cross-culturalism in marketing and often speaks about diversity in advertising and how a term like "multicultural" might limit a marketer's ability to engage deeply with consumers on an individual level. According to Daniel Cherry, "There are many variables around why someone buys something and it's not always because of their race or their orientation. Cross-culture to me is recognizing the new America, the mixing of cultures, thoughts, beliefs, and it's not always based on the way you look."



### Daniela Cordua, IKEA

#### *Global Marketing and Media Specialist*

Daniela Cordua is running a transformative agenda to make IKEA's media more central to their marketing structure. It's a daunting task as the furniture giant continues to expand rapidly beyond its current 351 owned and operated stores in

46 countries. However, it's a role that's critical to the future of the sprawling global retailer.

The facts about IKEA are staggering. Its website contains about 12,000 products, and the company uses approximately 1% of that world's wood designated for the production of commercial products. A BILLY bookshelf, IKEA's most popular item, is sold every 10 seconds.

One-tenth of all the furniture purchased in Britain comes from IKEA, while 690 million customers visited IKEA in 2012—a figure that's double the population of the US.

With more than twenty years of both local and global marketing and media experience with retail and fast-moving consumer goods (FMCG) brands, Daniela is certainly up to the task. After spending six years working with market intelligence and media strategy for IKEA, she now runs the retailer's Global Media Working Group and also participates in understanding best practices as a member of the Brussels-based WFA (World Federation of Advertisers) Media Committee, which has since produced a Media Charter for advertisers.

Prior to her eight years with IKEA, she spent seven years with German-based Merz's Consumer Care division as a Marketing Director for their Beauty products. Earlier roles include a Brand Manager at Procter & Gamble's Beauty Care and Fragrance division and International Sales and Marketing for L'Oréal Germany's Garnier division.

## **Heather Cox, Citi**

**Chief Client Experience,  
Digital and Marketing  
Officer for Global  
Consumer Banking**



Citi does business in more than 160 countries

and has approximately 200 million customer accounts. Heather Cox' role is formidable. She is responsible for developing and implementing the vision, strategy and execution of a common client experience, while also driving global customer satisfaction efforts. Plus, she leads Digital, Marketing and Decision Management across Global Consumer Banking, and reports to CEO Manuel Medina-Mora.

Although a number of large organizations have recently appointed digital leaders to oversee all the electronic channels, Ms. Cox is working to deliver a client experience that is consistent the world over, yet differentiated from other bank brands, as consumers raise their expectations of banking as they rely more on personal devices from tablet to mobile phones.

Heather Cox is certainly up to the task. She joins Citi from Capital One where she developed, led and delivered a comprehensive customer experience strategy that leveraged digital innovations and customer data insights to help position the company for further growth, customer engagement, and operating efficiency. She also served as the company's Head of Card Operations, and in that role she lead the integration of the HSBC portfolio into Capital One. She was honored as one of the Most Powerful Women in Banking in 2013 while at Capital One.

Prior to joining Capital One, Ms. Cox worked for E\*Trade for nine years in various operational leadership roles including Senior Vice President of Operations, supporting all North American businesses and focused on driving customer experience through online channels.

Before joining E\*Trade, Ms. Cox worked in a variety of financial services and banking positions with Advanta Finance Corporation, New Century Mortgage, and Household International. In 2010, Virginia Governor Bob McDonnell appointed Ms. Cox to the Commission on Government Reform and Restructuring, charged with creating efficiencies in state government and examining ways for government to be more transparent and accountable. Two years later, Governor McDonnell appointed her as a member of the Council on Virginia's

Future, which was established to develop a Roadmap for Virginia's Future and to assess the Commonwealth's progress toward long-term goals.

## **Andrea Davey, Tiffany & Co.**

**Global Vice President  
Marketing**



Andrea Davey has spent her career on both sides of the Atlantic. After an early start in the UK, she's now firmly based in New York. In fact, she now leads the global marketing for an iconic luxury brand that's very much associated with the city, Tiffany & Co. From its flagship store on Fifth Avenue to its starring role in Breakfast at Tiffany's where Holly Golightly believes that the store is the best place in the world "where nothing bad can take place," the brand has been long associated with luxury, style and exquisite diamond jewelry. Few American brands can boast such a celebrated history.

Today the company operates Tiffany & Co. retail stores in the Americas, Asia-Pacific, Japan and Europe, as well as in the United Arab Emirates and Russia. The Tiffany image, though, is known worldwide, and Andrea Davey has been shaping the overall multi-channel global vision for the company for the last year.

Tiffany designs may have been made famous by renowned US families like the Astors, Vanderbilts, Posts, Huttons and Morgans; today the company embraces a contemporary lifestyle. New print and TV advertising in 2015 feature a same-sex marriage proposal, marking the first time in the company's 178-year history that it has featured a gay couple in its advertising.

Prior to her global assignment, Andrea Davey served as Tiffany's Vice President of Marketing for North America. She joined the company in 2013 following her role as Global Managing Director for Procter & Gamble's Frederic Fekkai luxury hair care brand, where she helped transform the business and position it for sustainable global growth.

Earlier roles at P&G in the US included EVP/Commercial Team Leader for Procter & Gamble Prestige, which included Dolce & Gabbana fragrances & cosmetics, Gucci, Hugo Boss, Lacoste, SK-II, The Art of Shaving, DDF, and Fekkai, as well as seven years as Global Marketing Direc-

tor at P&G Hair Color where Andrea integrated Clairol and Wella and led the strategy for over 60 brands across the globe.

In the UK, she served as Clairol's European Marketing Manager for five years while working with Herbal Essences and Matrix, the salon and professional line. Her earliest brand roles included positions at Warner Lambert UK and Pepsi-Co's Frito Lay UK.

## Ricardo Dias, Anheuser-Busch InBev

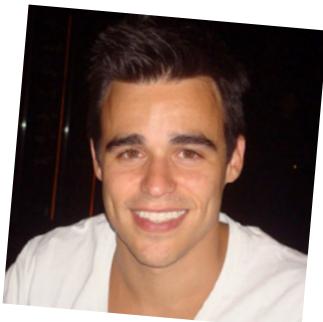
### **Global Vice President, Consumer Connections**

Ricardo Dias made history in 2014. He led the company's US media review, which culminated in a move to outsource media buying from in-house

Busch Media Group, established in 1992. Dias is a fearless advocate for digital innovation, and the recent move to MediaCom will insure that the brewer stays contemporary and relevant amid today's fast-changing and increasingly-fragmented media landscape.

Anheuser-Busch InBev is the world's largest brewer with big international brands like Budweiser, Stella Artois, Becks and Corona. The company's ad budget is well over \$1 billion in the US alone. Ricardo Dias was the perfect individual to oversee the media transition. A year ago he was promoted to the role of Global Vice President of Consumer Connections, after serving as the company's Vice President of Procurement for Asia Pacific while based in Shanghai. He is one of the few executives who embraces innovation in a digital age, particularly as the company understands the need to build brand loyalty with fickle millennial beer drinkers, while also balancing costs and return-on-investment.

Ricardo Dias has lived and worked on four continents. He began his career at Brazil's Ambev in 2001 where he started in local sales and marketing, then moved to a procurement role in São Paulo. His next stop was Procurement Manager for the UK & Ireland for A-B InBev, followed by two years in Toronto as Procurement Director of North America for Labatt Breweries, Canada's larger brewer and now part of Anheuser-Busch InBev. His next move was to China as the A-B InBev Procurement Director for the massive market, which then led to his Asia Pacific role.



Following such a strong international procurement background, Ricardo has fully embraced his new Global Consumer Connection role. A-B InBev recently ran its first hackathon in London to explore ways of developing stronger connections with consumers and underscore its commitment to digital innovation. The company hosted 70 developers, designers and entrepreneurs to learn new ways to enhance its food and beer pairing application program (API), built by the company's Beer Garage. He commented: "This weekend's hackathon is just the launch party for this API. It is an early example of the big data partnership opportunities that we see within the tech industry." And we have no doubt that it's also the just the beginning of the next stage of Ricardo Dias' career.



## Andrew England, MillerCoors

### **Executive Vice President and Chief Marketing Officer**

Andy England is responsible for leading MillerCoors efforts in marketing, strategy and planning. Headquartered in Chicago, MillerCoors began operation as a joint venture between SABMiller and Molson Coors Brewing Company in 2008 with such well-known brands such as Miller Lite, Miller High Life, Miller Genuine Draft, Coors, Coors Light, Molson Canadian, and Blue Moon. Today the company accounts for 30% of the US beer market.

Known for his openness to new ideas, especially on the packaging front, Andy England counts several diverse areas as among his top priorities today; among them--innovation, design, digital and multicultural aspects to marketing.

England does not separate the product and the brand, and believes that design brings both benefits to the fore. He says, "Specialty packaged goods and fashionable packaging is an important area going forward. We want 'Rocky Mountain refreshment' to come alive. If a Coors beer is colder in

the hand, due to advances in aluminum, then this enhances the brand attributes."

He also sees segmentation as key to managing a successful product portfolio and to understanding today's consumer. According to England, "some drinkers prefer a beer that's bigger and 'hoppier,' others want low alcohol, and many want to find a craft beer. We have brand teams for each brand and an innovation group that is working on building fledgling brands."

"To win in the future in most categories," says England, "there needs to be more brands. In America, it's easier to be yourself than ever. Consumers expect more choices suited ideally for them. This is the evolution of one-to-one marketing. Consumers now expect that brands of specific personal interest will come to them via social channels or intuitive marketing. Perhaps we are spoiled consumers who assume that marketers should know how to reach us wherever we are. Marketers who can balance reaching so many consumers effectively across the supply chain — that's the future."

He is also well-known for his views that the Latino population in the US should be a top priority for any consumer marketer. He has commented often at various industry events, "Latinos are the fastest growing segment of the US population, and that they are extremely digitally active. My prediction is that marketers will become increasingly focused on Latino Digital."

Prior to his current position, Andy was chief marketing officer of Coors Brewing Company. Before joining Coors in February 2006, he spent more than 20 years in marketing and operations, driving profitable growth for some of the world's most recognized brands. He was vice president of international marketing and strategy at The Hershey Company and held a variety of prior senior marketing positions at Nabisco Biscuit Company, Cadbury Schweppes, Dr. Pepper/Seven Up and OpenTable, Inc.

A native of Epsom, United Kingdom, he holds a master's degree in business administration from Stanford University and a bachelor's degree in engineering science from Durham University in the United Kingdom.

## Martyn Etherington, Mitel

### *Chief Marketing Officer & Chief of Staff*

Refreshing a legacy brand is not something most Chief Marketing Officers like to tackle, but Martyn Etherington is not your average CMO. Although he has just announced his departure from Mitel and has not yet reported his next position, Mr. Etherington's role at the business communications company is an extraordinary example of how smart marketing can reinvent an organization and its position in the marketplace.



Ontario, Canada-based Mitel is over 40 years old and a \$1.2 billion company that focuses on the backbone of business communications from phones, voice-video collaboration and social messaging. Martyn Etherington understood that Mitel's brand needed to be transformed an old world telephone/PBX or Private Branch Exchange company where a private telephone network is used within a business to a customer-centric software company based in the cloud and key contact center markets.

During his three-year tenure at the company, Mitel experienced a whirlwind of transformation. The company made multiple acquisitions including Aastra Technologies, accomplished a global rebranding, established a new Americas headquarters in Dallas, was hailed by technology research and advisory company Gartner as a Unified Communications (UC) leader, and saw a rise in stock price. Plus Etherington's dramatic use of social media not only helped the company with customer engagement, but also enabled Mitel to understand its customers better. In addition to his CMO role, Martyn was CEO Rich McBee's Chief of Staff.

Martyn Etherington is both an experienced and pioneering CMO with 25+ years' experience of product, corporate, channel and field marketing in the technology sector, including work with such companies as Tektronix, Emerald Solutions and IBM, in addition to Mitel. He'll simply say, though, that "he's passionate about customers, innovation & all things digital." Without question, he has a proven track record in transforming marketing functions to be

measurable and customer-centric, and, in the process, also manages to reshape an organization so that it is market-driven and produces results.

He's been recognized by The Economist as one of the Top 25 Social Business Leaders and by Forbes as one of the Top 50 Marketers. His work has been profiled in books on marketing, including "The CMO Manifesto" and "E-Marketing Excellence." He also serves as a Chair of the Portland State University School of Business in Oregon.

## Russell Findlay, Hiscox Insurance

### *Head of Marketing*

Recognizing risk may be at the heart of insurance, but few companies in the global insurance industry embrace it in their advertising. However, Russ Findlay and Hiscox are challenging convention by bringing a new brand positioning to life with the memorable tagline Encourage Courage.

The dramatic campaign, which highlights entrepreneurial apprehension about successful growth, features men and women who took chances to open and expand their own businesses, and is built on the insight that nothing great can happen without risk. According to Findlay, "Insurance advertising talks about minimizing risk, not embracing it. Instead of fearing risk, we should fear not taking it."

Ads boldly address the following: "I invested half of my profits on an employee who's two times smarter than I am," "I traded a lot of security and boredom for a lot creativity and freedom," and "I moved my business out of my parents' garage and into my own gym." All end with the tagline: "Hiscox Business Insurance. The courage to do more and be more. Learn more at [encouragecourage.com](http://encouragecourage.com)."

Hiscox, a global player with strong UK roots, provides professional liability, property and specialty insurance to US businesses through US-based brokers. It also sells insurance for small business owners. The new US brand positioning has resonated with the company's teams throughout the world. Findlay is delighted that Hiscox Europe is currently developing new Encourage Courage creative.

Russell Findlay is a 20-year marketing veteran, but is new



to the insurance industry. He joined Hiscox at the end of 2013, following marketing roles at Pepsico, Unilever, IHOP and Major League Soccer. No doubt, his extensive background contributed to this fresh approach for Hiscox and its ability to disrupt an entire global business category.

## Vittoria Gambirasi, Nestlé

### *Global Marketing Excellence Manager*

It is often said that for an international initiative to be successful, the project must have a champion. Not only is Vittoria Gambirasi that champion, but her energy, determination and overall dedication, combined with over 18 years of global experience, have driven change and resulted in improved corporate performance.

Today, as Global Marketing Excellence Manager for Nestlé she is in charge of several programs that would exhaust a typical marketer-- Global Coordinator of Brand Building the Nestlé Way, Marketing Business Excellence, Corporate Brand Building Blocks and Global Brand Architecture. Vittoria, though, is far from typical; her enthusiasm for the company's brands, its people around the world and new solutions is infectious.

Her task is huge—and she loves it. Through innovative strategies, she must drive marketing business excellence while developing creative solutions to improve company positioning, establish brands, and boost profitability and growth.



A Nestlé veteran of 12 years, Vittoria Gambirasi joined the company's operation in her home country of Italy as Export Business Manager for the Buitoni, Perugina, Motta, and Alemagna brands in the Nordics, France, Benelux, and United States. She soon transitioned to communications and marketing where she orchestrated all internal and external international communications for Nestlé's GLOBE initiative, then coordinated and implemented the sales and marketing best practices for all Nestlé business units across Italy with an active goal of stimulating positive change. She moved to the company's Vevey headquarters in 2012 to take on her current role.

Earlier roles included positions at The Bolton Group, where she led product and brand development for a business unit portfolio in the Balkan countries Poland,

Hungary, and Bulgaria, as well as Kraft and Shell. She's fluent in five languages—Italian, English, French, Serbian and Croatian.

**Jack J. Haber,  
Colgate Pal-molive**  
**VP, Global Advertising  
& Digital**

With products in over 223 countries worldwide, there are only a few companies as multinational as Colgate-Palmolive. In

his role as the VP of Global Advertising and Digital, Jack Haber is instrumental in responsible for all the Company's advertising throughout the world, as well as for leading all Colgate digital activities globally, including all channels of digital marketing, and internal applications of digital technologies.

Jack has been breaking the mold in Colgate's multinational communications for decades. As the organization's loudest proponent for digital in marketing, Colgate was one of the first consumer packaged goods manufacturers to develop product sites on a global scale. His tireless advocacy for digital in Colgate's brand communications continues to this day.

Prior to his current role, he served as Vice President, General Manager of U.S. Oral Care where he led the U.S. launch of Colgate Total toothpaste and led Colgate's business to market leadership for the first time in over 35 years. He joined Colgate-Palmolive in the Corporate New Ventures and Acquisitions Group where he was responsible for the development of new business opportunities for the Company. He then progressed through increasingly responsible Marketing positions in the US and in Europe and in Global Marketing, where he led the development and worldwide launch of Colgate Total toothpaste.

From an operational standpoint, Jack developed a proprietary online tool that connects the Colgate marketing community around the world. The tool ensures that local and regional brand teams can deliver communications that are locally relevant while upholding global brand strategies.

In the last ten years, Jack has supported the innovative use of digital and media to drive durable connections with consumers globally. To this point, Colgate's most successful campaigns drive marketplace results, as well as industry recognition. As a result, Colgate's brands are able to connect with everyone from rural pilgrims attending India's



largest holy festival to millennial fashionistas who want a runway-ready white smile.

Jack's work at Colgate goes above and beyond one campaign. Through technology, he is able to unite the marketing community at Colgate to ensure that global strategies and campaigns can be delivered to regional and local teams. And thanks to his support, every global brand campaign leverages digital to amplify its reach.

**Kathleen D. Hall,  
Microsoft**  
**Corporate Vice President,  
Global Advertising and Media**

Kathleen Hall has had an amazing year.

A 30-year veteran of marketing, Kathleen Hall is now responsible for Microsoft's global advertising and media across its various consumer and commercial brands with a combined budget of roughly \$2 billion.



She was promoted to the new role of General Manager of Global Advertising at the end of 2014 following the recent consolidation of the company's agency partnership. She was a critical decision-maker in the global agency review which resulted in the creation of IPG's M:United, a consolidated unit across McCann Erickson, The Martin Agency and Erwin Penland for creative. Carat won the media role.

Ms. Hall often talks about how she spent half of her career in media and half in creative, so her new role now brings them together at a time when says "you can't separate the medium and the message in digital." She joined Microsoft in 2006 and reports to CMO Chris Capossela.

Kathleen Hall began her career with Young and Rubicam New York and worked on the advertising agency side of the business for the first half of her career, driving marketing strategy and execution for accounts such as Keds, American Brands, Titleist, Reebok, TJX Corporation, and Bank Boston. She earned a reputation within the industry for developing key consumer insights and marketing solutions that drive business results. She was also a partner and chief operating officer at Leonard/Monahan, an award-winning agency.

Prior to joining Microsoft, Kathleen Hall was Senior Vice President of Advertising and Brand at Fidelity Investments, the nation's largest retirement company. During her four years at Fidelity, she led brand vision development, overhauled Fidelity.com, developed Fidelity's most successful online planning tool "myplan," and launched a new advertising platform with new corporate tagline. Results

included an increase in target market share from under 9% to over 12% in less than two years.



**Mara Hannula,  
Marriott  
International**  
**VP Global Brand Mar-  
keting**

Mara Hannula has been with Marriott for almost 20 years in a variety of roles that range from leading marketing and eCommerce teams to developing global strategies and implement-

ing digital, social, experiential, and traditional marketing programs. She is now in the process of leading Marriott Hotels, the signature brand of Marriott International, in a new multi-year global marketing campaign called "Travel Brilliantly." This bold program, dedicated to leading the future of travel, has been crafted to reflect the lifestyle choices of the travel's next generation who live in a global, mobile, digital world and who naturally intermingle work and play.

In addition to digital, mobile and TV advertising, a new brand look and enhanced social programs, the trav- elbrilliantly.com website was developed as a co-creation platform to solicit user-generated ideas to engage the next generation in re-imagining the hotel of the future. And Marriott is serious about encouraging younger travelers to play a part in making these ideas a new reality. Not only is Mara Hannula and her team asking customers what they'd like to see in guest rooms, but a new innovation lab in the basement of Marriott's Bethesda headquarters tests model rooms that can be reconfigured to provide customer feedback.

The comprehensive Travel Brilliantly campaign aims to disrupt the traditional industry notion that a hotel is bound by its four walls. It celebrates how the global travel experience opens minds and offers inspiration. Or as the launch ad announced, "This is not a hotel. It's an idea that travel should be brilliant... It's not only about where you're stay- ing. It's about where you're going."

Ms. Hannula estimates that by 2018 half of all frequent business travelers will be Millennials. These younger trav- elers demand style and design, while technology is central to their lives. Marriott is transforming its brand perception

now to serve these needs and is certainly not afraid to ask for the help of both Generations X and Y in the process.



**David Hoffman, Mc-  
Donald's**  
**President—Asia, Pacific, Middle  
East and Africa**

Few marketers today can say that they started at a true entry-level position within their organization and eventually worked their way up the executive ladder to become President. David Hoffman, though, can say just that—and his story is as extraordinary as his expertise at managing a global iconic brand.

Dave began his career with McDonald's in 1984 as Crew, before attending Indiana University, where he graduated in 1990 and joined Arthur Anderson & Co. After leaving Arthur Anderson in 1994, Dave undertook his MBA, and returned to McDonald's through an Internship program with the Franchising Department in Oak Brook.

Fast forward to July 2012, when it was announced David Hoffmann was appointed the President of McDonald's Asia Pacific Middle East Africa (APMEA). McDonald's footprint in this vast and fast-growing area of the world covers 37 countries with 8,900 restaurants.

Prior to his President role, Dave was the Senior Vice President and Restaurant Support Officer for APMEA, based out of Singapore, where he was responsible for Operations, Supply Chain, Strategy and Insights, and De-velopment. Most significantly, Dave anchored APMEA's ambition to grow bigger, better and bolder through the zone's strategic planning process, asset portfolio manage-ment and restaurant expansion goals.

He moved to the regional Asian headquarters in Singapore from Japan where he served as Executive Vice President of McDonald's Japan. With the Japan leadership team, he significantly improved the country's performance metrics including Operating Income, Return On Total Assets and Customer Service Opportunity. His first job in Japan was Senior Vice President - Strategy and Franchising. In this role, Dave franchised over 1000 Restaurants, closed over 400 underperforming sites while creating a sustainable franchising system and organization in that country.

Before his move to Asia, Dave held numerous Operations positions from Restaurant Manager, McOpCo and Field Service Consultant, McOpCo and Field Service Manager,

Director of Operations and Training for the Central Division and US Operations Director. In 2005 Dave was promoted to Senior Director of North America Strategy and Execution and then later was responsible for Global Strategy and Execution.



### **Bradley Jakeman, PepsiCo President, Global Beverages Group**

Australia's own Brad Jakeman was proclaimed as one of the "top 20 people shaping global media," by The Australian, the biggest-selling national newspaper in his home country. And the paper wasn't off the mark, although many would say that Brad is definitely in the "top 10." Not only is he a leader of transformational marketing, but Brad Jakeman possesses a remarkable ability to create category-disruptive ideas that don't merely challenge convention, they also make brands famous. In the past decade, his marketing career has spanned Fashion, Retail, Consumer Packaged Goods, Entertainment, Technology and Financial Services. In fact, Brad has managed some of the world's biggest brands on a global basis.

As PepsiCo's President of the Global Beverages Group he leads global strategy, brand building, innovation, productivity and processes for PepsiCo's global portfolio of beverages. Most recently Brad was responsible for leading the team that created Pepsi's first ever global brand campaign "Live for Now." He joined the company in July 2011, and now certainly calls the New York area his adopted home.

Brad's first client-side marketer role was in 1998 when he accepted the newly-created position of Managing Director, Global Advertising at Citigroup in New York. He led the development team that created the critically acclaimed -- and Emmy Award Winning--"Live Richly" brand platform and the Citi Identity Theft Solutions service.

In 2007 Brad joined Macy's Inc. as Executive Vice President, Marketing and was charged with revitalizing and re-positioning the Macy's brand on a national stage. In September, 2007-- in a collaboration with Academy Award winning Director Barry Levinson and twice Academy Award winning Cinematographer, Bob Richardson-- Brad developed Macy's first ever National Brand Campaign in which he partnered with some of the world's greatest cultural and fashion icons- Martha Stewart, Donald Trump, Jessica Simpson, Kenneth Cole, Tommy Hilfiger, Emeril Lagasse,

Kimora Lee Simmons, Russell Simmons, Usher, Sean (P-Diddy) Combs and Marc Ecko. Five years later this idea continues to define and drive the Macy's brand.

Next, he took on the role of Executive Vice President, Chief Creative Officer & Chief Marketing Officer for Activision Blizzard Inc., the world's largest videogame and interactive entertainment company. He led all facets of the company's global marketing functions including Media, Advertising, Design & Consumer Experience, CRM, Consumer Insights and Digital. He was responsible for marketing brands including Call of Duty and Guitar Hero, which are at the forefront of popular culture, music and entertainment. Brad was responsible for leading the marketing program which resulted in the largest entertainment launch in history, for the second consecutive year, accomplishing over \$600 million in sales in four days for the Call of Duty game.

Brad frequently collaborates with other leaders shaping pop culture and has himself led work that in 2007 was awarded an Emmy from the Academy of Television Arts and Sciences. Brad's hallmark is a passionate belief that innovative, consumer-centric and creatively-expressed ideas, integrated within a 360-degree consumer experience, can drive more powerful and engaging brands, which in turn create an economic multiplier for companies.

### **Fernando Julianelli, Mitsubishi Motors Brazil**

#### **Chief Marketing Officer**

"Three times a charm" is an old expression whose meaning easily crosses most borders. For Fernando Julianelli, it might be that the fourth time has magic, though, as he accepted the top marketing post at Mitsubishi Motors Brazil after serving the automaker in three different agency roles over the course of fifteen years.



Julianelli worked with Mitsubishi as Vice President and Partner at XYZ Live, a sports and entertainment marketing company owned by Group ABC, the largest marketing services group in Brazil. He also served them as Vice President of Marketing and Planning at ReUnion Sports, which later became part of XYZ Live. His earlier roles included Leo Burnett Brazil, Leo Burnett Italy, Loducca Advertising, Neogama|BBH, and Africa.

In fact, Fernando Julianelli's career has been intertwined with the history of Japanese vehicles in the country. Mitsubishi Motors of Brazil (MMCB) was one of the first

automakers to arrive in 1991 after Brazil opened its markets to imports. Since that time, the car manufacturer has sold more than 200,000 vehicles in Brazil and is among the 100 largest companies in the country. Mitsubishi is also the largest conglomerate in Asia and one of the ten largest multinationals in the world with over 200 companies in 180 countries and a broad-range of brands from Kirin beer to Nikon cameras.

Long-term dedication is paying off for both Julianelli and Mitsubishi. He joined the automaker in 2012 at a time of expansion, but also during a time of dramatic change in marketing and within Brazil. Fernando Julianelli possesses a thorough understanding of the brand, as well as a keen knowledge of sports marketing and digital media—two critical areas for successful car marketing and sales in Latin America's largest country.

Mitsubishi Motors Brazil has a significant history of tying with sports, particularly road rallies and motor racing. Recently the company experimented with WhatsApp as a service channel for its Lancer model. Consumers are able to learn about the sedan, view photos and videos, ask questions, and check prices. They can also be sent to a dealer. Julianelli believes that serving customers in real time is critical today as it enables a marketer to understand exactly what the consumer wants.



**Liz Kamaruddin,  
PETRONAS**  
*Senior General Manager,  
Group Strategic  
Communications*

Liz Kamaruddin never shies away from a challenge. A communications veteran with over 20 years' experience, she has served in various industries, including

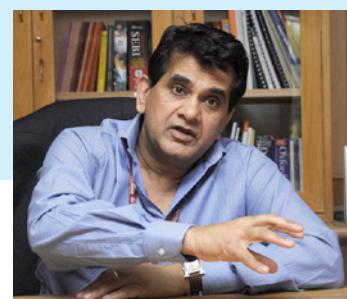
finance, aviation, telecommunications and hospitality. Today, she is working to reshape Petroliam Nasional Berhad or PETRONAS, Malaysia's fully integrated oil and gas multinational ranked among the largest corporations on FORTUNE's Global 500 List, into a CSR-centric company with a global message.

With a team of 140, Ms. Kamaruddin is responsible for the company's overall communications strategy, corporate branding and reputation management. She also recog-

nizes that PETRONAS plays a unique role in the oil and gas industry by being both an important national company and a growing international one, which can present some challenges in balancing communications. Her vast experience in corporate and government relations, corporate social responsibility, media relations, internal communications and branding is helping to insure that PETRONAS gets it right.

One of the those balances is in the company's role a title sponsor in the 2015 Formula 1 PETRONAS Malaysia Grand Prix, which will be held at the end of March. This year, in conjunction with the Malaysia Year of Festival 2015, the event will also become a family-themed weekend complete with Carnival and kid-friendly activities. Liz Kamaruddin has stated, "As title sponsor, PETRONAS has played a significant role in putting Malaysia on the world Formula 1 map and attracting fans from across the globe, while contributing to the socio-economic development of the nation."

Prior to joining PETRONAS, Liz was the Country Head of Corporate Affairs at Malaysia's oldest bank, Standard Chartered. Throughout her career, Liz also managed to garner numerous accolades for the organizations she represented such as the Asia Responsibility Entrepreneurship Award, CSR Awards, Markies Awards, PR Awards and Best Events Awards. She also champions diversity and inclusion and work life balance initiatives.



**Amitabh Kant,  
Government of  
India**

*Secretary, Department  
of Industrial Policy &  
Promotion (DIPP)*

Amitabh Kant announced in October that "Make in India will be even bigger than Incredible India." Few could dispute him. After all, Mr. Kant was behind the tremendously successful, long-running Incredible India campaign. He built a brand around a nation's new dynamism, not its lingering stereotypes. Considered a masterstroke of international branding as evidenced by both its long list of awards and its uplift in tourism, Incredible India has now become a household phrase.

Amitabh Kant's extraordinary "nothing is impossible" spirit has already shaped his nation and dispelled ideas

that progress moves slowly in the world's largest democracy with its love for protocol and bureaucracy. As a public servant who joined the government some 30 years ago, he has plenty more, though, that he plans to achieve.

He's confident that the new Make in India campaign, designed to reposition India as a manufacturing and IT hub, will reflect a new mindset of growth in the country which cuts across sectors. He said at the project's launch: "India has been a reluctant urbanizer, but this can work to our advantage today because we can leapfrog technology in our vision for smart cities. There is a new enthusiasm, vibrancy and dynamism in India which we are translating into reality,"

A legend in his native India, Amitabh Kant has devoted his career to infrastructure creation, International Marketing, Travel & Tourism and Hospitality. Prior to Incredible India, he conceptualized and executed the positioning and branding of Kerala as "God's Own Country." Like Incredible India, the Kerala project also embraced a host of activities-- infrastructure development, product enhancement, changes in organizational culture and promotional partnerships based on intensive market research.

During his tenure as Chairman and Managing Director, India Tourism Development Corporation (ITDC), he radically restructured the organization and transformed it into a highly profitable commercial enterprise. Plus, he has structured large infrastructure projects for the diversification of India's tourismt and sourced international funding through the Asian Development Bank (ADB), Japanese Bank for International Cooperation (JBIC) and UNDP.

## Christopher Keith, Procter & Gamble

### *Global Marketing Director Always Discreet*

Chris Keith has spent the past several years leading the development, design and successful launch of Procter & Gamble's entry into the 4.5 billion dollar and fast-growing adult incontinence market in North America and Europe. From establishing the foundational strategies, through the development of the holistic proposition (products, packages, advertising and marketing, and retailer sell-in), Chris has led the creation of P&G's first new business in nearly a decade.

He has also helped P&G be a pioneer in the global aging space, a significant move given today's increased longevity



and as 2014 marked a significant rite of passage as the youngest of the high-spending, brand-conscious Baby Boomers turned 50. Targeting the 50+ consumer requires frame-changing thinking across all aspects of the marketing plan, particularly when most programs are developed for the 18-49 demographic.

Throughout this work, Chris has focused on developing a proposition than can win across geographies by deeply understanding the consumer to identify common consumer insights and needs, and leveraging those to create innovative marketing and communication to reach a consumer that is often rather hard to reach- only 1 in 9 households buys the incontinence category. It's a category designed to serve unmet needs as P&G research has shown that one out of three women older than 18 have recurring bladder issues.

Always Discreet is aiming to bring more normalcy, openness and femininity to the market. In the US, Actress and author Marilu Henner has partnered with the brand to encourage women to talk about their sensitive bladders to underscore that bladder leaks are normal and nothing to be ashamed of.

Prior to leading Always Discreet, Chris led the rejuvenation of the Herbal Essences hair care brand through an award-winning re-launch, and before that he jump started the Aussie hair care brand by creating the iconic "Roo" advertising and its ensuing double digit growth.

## Jeff Larson, Subway Restaurants

### *Vice President of Global Marketing*

Jeff Larson's global role at Subway is complex. He leads a marketing team that's responsible for over 43,000 retail locations in 110 countries, which represents more than 35 million meals per week in the United States and over 50 million globally. Subway also generates over \$17 billion in sales. During the 8 years he's spent at there, Jeff has seen the brand grow from #5 to #2 in the Quick Service Restaurant category, while WPP's BrandZ has continually ranked Subway as a leader for Growth in Brand Value.



Ask Jeff how he does it, and his answer is always straightforward: To be a strong marketer today, you need to combine the discipline of CPG (Consumer Packaged Goods) thinking with the immediacy of retail marketing. There are good lessons to be learned from both the CPG and retail worlds, but today you really need both to be effective."

Jeff Larson's background combines the two. He spent 8 years at Procter & Gamble, and has been with Subway Restaurants since 2006. Plus, his background with Anderson Consulting (now Accenture), combined with a stint at business school, help him to think critically and analytically while keeping pace with a real time world.

He admits that his world-class CPG background at P&G taught him to run a business via a brand management model. He continues to believe that one has to be a marketing manager and a general manager to have a holistic view of any brand—increasingly one of today's critical foundational skills.

His role at Subway always takes into account retail's "powerful sense of urgency." He calls the world of retail "active management" that provides the opportunity to experiment, iterate, and fail quickly. "You're constantly learning your way to success," he adds.

And Jeff's learned a lot along the way. He's led several highly-recognized brand building initiatives including \$5 Footlongs, the launch of Breakfast, Fresh Fit and the collaboration with Disney among others. His focus is always on big ideas brought to life as fully-integrated marketing campaigns spanning multiple platforms.



## **Michelle Lee, Qatar Airways**

### **Vice President Marketing**

Michelle Lee has spent much of her life in Australia and New Zealand and a majority of her career in travel marketing. However, two years ago she relocated to Doha—a new

world capital known for its modern skyscrapers, luxury shopping malls, international sports tournaments, and world-class museums—to take on the role of Vice President of Marketing for state-owned Qatar Airways, one of the world's fastest-growing airlines.

In a very short time, Qatar Airways has also become one of the world's leading airlines, and is part of an elite group of airlines that has been awarded a 5 star rating by Skytrax. It is the second largest carrier in the Gulf region and flies to over 140 destinations across Africa, Central Asia, Europe, Far East, South Asia, Middle East, North America, South America and Oceania from its Doha base using a fleet of more than 100 aircraft. The carrier has been a member

of the Oneworld alliance since October 2013, the first Gulf carrier to sign with one of the three airline alliances.

Given the dramatic expansion of Qatar Airways, Michelle Lee's role is to lead its brand transformation through innovative projects and integrated marketing campaigns. The airline is also the first commercial shirt partner for FC Barcelona/ Futbol Club Barcelona, and the company's latest ad features Barcelona team members Gerard Pique, Luis Suarez, Lionel Messi, Andres Iniesta and Neymar as they do a little vacation travel in the off season to the accompaniment of the Beach Boys classic hit, "I Get Around."

Ms. Lee joined the airline after serving most recently as the Director of Brands & Marketing for the Hotels and Resorts division of Amalgamated Holdings in Sydney. She worked at Virgin Australia for four years as the General Manager of the Group's Marketing and Brand where she helped in the rebranding of Virgin Blue to Virgin Australia, the re-launch of Velocity (Virgin Australia's frequent flyer program), and the launch of V Australia (a new international airline within the group).

During this time, she was also responsible for developing marketing programs that were successful in winning creative and marketing effectiveness awards at Cannes, while V Australia was awarded as one of the Top 5 Global Airlines within 18 months of launch.

Earlier roles included marketing and branding positions at Air New Zealand, as well as marketing manager positions at Telecom New Zealand and PepsiCo New Zealand.

## **Christina Lu, Johnson & Johnson China**

### **Head of Marketing**

Christina Lu possesses energy and vision, and both characteristics are critical when marketing in today's constantly-changing China. Ms. Lu has just been promoted to the sprawling country's Head of Marketing role after leading J&J initiatives there for the past three years.

She joined the company in 2008 when Johnson & Johnson purchased Dabao Cosmetics, a popular skincare brand.

Johnson & Johnson is consistently-ranked as one of



China's most admired companies, particularly in terms of healthcare and consumer products with brands like Johnson's Baby, Neutrogena and Listerine. Its strong sponsorship support of the Beijing 2008 Olympic Games also served to further reinforce the existing positive perceptions of Johnson & Johnson in China. In fact, J&J is often considered to be a Chinese company within China, particularly as it has grown along with the country.

J&J has been established in China for over 30 years, predating the country's economic opening in 1979 when they entered through a technology-transfer agreement to build a chemical factory in 1979. Its various companies employ about 6,000 people in China and use local market research and natural ingredients to best meet the country's needs.

## **Michaela Märkl, GE Germany**

### **Director Marketing Communications**

Michaela Märkl holds a unique dual role at GE. She manages the marketing, media, and advertising initiatives for GE Germany and works on the Corporate Global Brand Marketing team with initiatives that span all global markets. This unique perspective is invaluable for an organization that relies on both global consistency and best practices, as well as local insights and target nuances to effectively support the brand around the world. Michaela also breaks the mold with the initiatives she's led. She was a key creator and contributor to the company's "We are the GE in Germany" campaign in 2012-2013, a campaign that helped reintroduce the brand in a tough challenger market (Siemens' home country) and reverberated throughout paid, owned, and earned media. The campaign became a rallying cry for the GE business and is still being talked about by employees and customers.

More recently Michaela drove GE's "Tomorrow is Made in Europe" campaign, created to bolster brand familiarity during our integration with Alstom. As part of that campaign, Michaela has led experiential programs, events with partners like The Economist and European Voice, and a daily content partnership with Handelsblatt. The new Europe campaign is driving attention among business decision makers and government officials across the Continent.



Michaela is a true internationalist. She spent six months working with the global brand marketing team in New York, and splits her time now between Frankfurt, Berlin, and other European cities where initiatives are in full swing. She appreciates the healthy tension between global and local marketing and walks the line as she wears hats from both groups. This unique point of view helps her recommend the right direction to steer the GE brand around the world.

## **Jennifer McCarthy, Starwood Hotels & Resorts**

### **Vice President, Global Brand Design**

Starwood Hotels & Resorts Worldwide, Inc. is one of the leading hotel and leisure companies in the world with 1,146 properties in nearly 100 countries and 171,000 employees at its owned and managed properties. Their renowned brands include St. Regis®, The Luxury Collection®, W®, Westin®, Le Méridien®, Sheraton®, Four Points® by Sheraton, Aloft®, and Element®.



Jennifer McCarthy has the daunting challenge of enabling global brand consistency in balance with local market sensitivity for each brand and for the Starwood/SPG portfolio brand, where each individual property has local nuances, and where the entire portfolio must reinforce brand stewardship and complex compliance requirements in many languages, cultures, and contexts. The pace of brand communications is astonishing, with each property in each location around the world carrying out brand communication initiatives on a weekly basis, if not more frequently. From happy hour entertainment to menu features to weekend packages and promotions, such communications must be tailored to local contexts, yet while retaining and safeguarding global equities and compliance requirements.

She has led the global implementation of Starworks, which enables hotel properties and partners around the world to design and deliver customized brand-specific experiences and marketing materials including, Ads, venue poster, menus, brochures, and emails, to name a few. The result is a dramatic reduction in production costs, acceleration in time to market, with an increase in local relevance, effectiveness, and brand stewardship.

Jennifer McCarthy has an international vision for marketing materials across all brands and properties. Via Starworks, she harnesses the freedom for local expression within a framework for global consistency. She is a pioneer in the area of large-scale international marketing with microscopic focus on local relevance.

**Vineet Mehra,  
Johnson & Johnson  
President, Consumer Group  
of Companies**

Vineet Mehra is a true internationalist. Born in India and raised in Canada, he has led teams across Asia, Europe, North America, and South America at some of the world's most respected companies, while driving brand growth in categories as diverse as Skin Care, Hair Care, Cosmetics, Food, and Consumer Health/OTC. He has lived and worked in a number of the world's most creative and diverse cities-- Toronto, New York, Singapore, Bombay, and Geneva.

In his current role, Vineet Mehra oversees Johnson & Johnson's worldwide Consumer Insights Group, the Global Digital Marketing Center of Excellence, Global Professional Marketing, Global Media Management, Worldwide Marketing Capabilities, and a newly-formed Advanced Analytics organization for J&J's USD \$15 Billion Consumer Group of Companies. Despite his complex role, his goal is simple: to further secure J&J's place as one of the world's best marketing organizations while growing some of the world's most admired brands.

His past roles have included: Global Vice President of Cosmetics/Color at Avon (New York), Vice President of Marketing for Europe at Novartis Consumer Healthcare (Geneva); North American Category Director- Analgesics at Novartis Consumer Health; Head of Marketing- Canada for Novartis Consumer Health Canada; Marketing Manager- Cereals and Snacks for General Mills Canada; Regional Brand Manager/South East Asia- Beauty Care at Procter & Gamble (Singapore) and a first role at Procter & Gamble Canada for Beauty Care.



Vineet Mehra's consistent track record of leading change and driving marketing organization transformational initiatives has led him to become passionate about the topic of re-shaping marketing organizations and identifying what skills will be critical for the next generation of marketing leaders and CMOs as the industry continues to change at lightning speed.

Outside of work, Vineet sits on the Board of Directors of America Needs You - New Jersey (ANY-NJ), a non-profit organization dedicated to fighting for the economic mobility of ambitious, low-income, first generation college students by providing intensive career development, mentorship, and professional networks to enable students to realize their full academic and career potential.

**Olga Osminkina-Jones,  
Danone Waters of America  
Vice President, Marketing**

If you spent part of August in New York, you may have experienced #Evianbotleservice, Evian's first-ever, real-time marketing project to deliver water to thirsty New Yorkers via a Twitter-enabled service. Consumers just had to use the hashtag to tweet Evian a message with their current location to trigger a team of bicycling brand ambassadors to hand-deliver a bottle of water within five to seven minutes. Even tennis great Maria Sharapova took part—no doubt on her way to the Billie Jean King Tennis Center in Queens. Evian was also a sponsor of the U.S. Open.



The engagement on Twitter exceeded the benchmark for Consumer Packaged Goods /CPG brands by 80 percent. And now Evian is testing similar real-world digital activations in London and in Paris. The program occurred, though, just five months after Olga Osminkina-Jones took on her new role as Vice President of Marketing at Danone Waters of America, the North American bottled water division of Danone.

The program is part of a long-term commitment to infuse brand activations with real-time social media engagement. Ms. Osminkina-Jones is responsible for leading marketing strategy and execution across Danone's three water brands in the region, Evian, Badoit and Volvic. With a strong reputation for creativity and passion, as well as a

track record for results, her goal is make all three of these premium brands more visible and relevant, while driving growth. And she's well on her way with a very fast start. In addition to bolstering Evian's leadership position among both consumers and influencers, she's also developing new positioning and go-to-market strategy for Badoit, a sparkling water brand popular in France that is quickly growing in the US. She reports directly to President Danone Waters of America, Eric O'Toole.

Olga Osminkina-Jones is a well-traveled internationalist who speaks English and Russian, as well as French and Italian. She has over 15 years of experience in marketing and business development in the consumer packaged goods and retail sectors, and has lived in and worked in Western Europe and Central & Eastern Europe, Middle East and Africa, as well as the United States. Prior to Danone, she served as Senior Brand Director for Heineken, where she was responsible for the overall strategy and sustained development of their flagship brand in the US.

Her earlier roles included Global Executive Director at Estee Lauder, with responsibility for creating expansion strategy and development of new-to-the-world brands, propositions and service models, and Senior Group Brand Manager at Procter &

## Ricardo Perez Baez, Grupo Bimbo

### *Director of Marketing Communications — Global*

Grupo Bimbo is the largest Mexican-owned baking company, with operations now in the Americas, Asia and Europe, following a combination of expansion and acquisition.

The details of the company's size and volume are staggering. Grupo Bimbo produces over 10,000 products as part of more than 100 well-known brand names; among them: Arnold, Barcel, Ben's, Bimbo, Brownberry, Dempster's, Dulces Vero, Eagle, Entenmann's, Fargo, El Globo, Marinela, McGavin's, Mrs Baird's, New York Bakery Co., Nutrella, Oroweat, Plus Vita, POM, Pullman, Ricolino, Sara Lee, Silueta, Tia Rosa, Thomas', Villaggio, and others

These varied products of Grupo Bimbo are sold in more than 2.3 million retailers and points of sales across 21 countries. Its extensive distribution network is one of the largest in the Americas with over 52,000 routes, often with visits to the same establishment up to 3 times per day.



Ricardo Perez oversees much of the company's global marketing communications strategies and has the often-challenging task of balancing global positioning and graphic identity with local insights and relevant innovations for a product as emotionally-significant as one's "daily bread."

Mr. Perez has been with the company for four years. Before joining Grupo Bimbo, he spent a year on the agency side as Account Vice President of Havas Media and Arena Media Communications in Mexico. His prior role was Assistant Director of Marketing, Advertising and Image for HSBC Holdings Mexico from 2003 to 2010.

## David Roman, Lenovo

### *Senior Vice President and Chief Marketing Officer*

Thanks to Sydney native David Roman, Lenovo has become a breakthrough brand in the personal computer space. As the



company's CMO, he's responsible for driving all marketing activities for the global personal computer maker. His innovative efforts with projects like Seize the Night have captured a strong following with design trendsetters—the majority of whom are difficult-to-satisfy Millennials, as well as with other design followers.

David Roman has spent his entire career in the technology marketing space, although that was not necessarily apparent from his early studies. He graduated from Australia's Queensland University of Technology with a degree in Architecture after starting his architectural studies at the Polytechnic of Torino in Italy. He later pursued and executive MBA at INSEAD in Paris.

He admits that his biggest break came in his 20's when he became a national marketing manager for Apple in Australia. For the next fourteen years, he went on to hold a number of marketing leadership roles at Apple Computer in Europe, Asia Pacific and the US—with his tenure there culminating as Vice President of Worldwide Advertising and Brand Marketing in Cupertino.

Now based in Silicon Valley, he joined Nvidia, a worldwide technology company and manufacturer of graphics processing units and chips for mobile computing, as their VP of Corporate and International Marketing.

He then moved to HP as Vice President of Worldwide

Marketing Communications for Hewlett-Packard's Personal Systems Group. Responsible for driving advertising, media relations and marketing services, he initiated the company's award-winning "The Computer is Personal Again" campaign which drove HP to #1 in the consumer PC market. It was one of his proudest marketing achievements.

### Alexander Sneen, Brown-Forman Corporation

#### *Global Marketing Director Finlandia and Chambord*

Alexander Sneen is a champion of holistic marketing communications.

He believes the brand's message needs to be carried through the line from strategic positioning right to in-store POS. He is masterful at finding common consumer motivations among people of vastly different cultures. And Alex advocates for a collective creative development process that starts with consumer insights and then invites colleagues from multiple markets to participate.

Alex has been with Brown Forman since 2006. In his current role, he is responsible for the Global Marketing Programs which include the Finlandia Vodka Cup and Midnight Sun events, the Finnishing School, Homeplace Marketing and the Drinks Strategy. He also manages supplier relationships and the creative development of global brand building materials and his brands' on-line presence.

He truly breaks the marketing mold by employing a process that involves team collaboration from around the world to develop break-through creative. This stands in opposition to the more common approach of creative developed in isolation. Alex's process is rooted in global consumer insight. The goal is not consensus, but candid feedback that moves and shapes ideas.

Alex has worked on two category-defying campaigns: Finlandia's "To the Life Less Ordinary" and Chambord's "Because No Reason." The Finlandia campaign eschews the category norms of celebrity endorsement popular in vodka marketing in the US by capitalizing on



the photographic genius of Pierre Winther to help shape an alternative, premium brand look, while "Because No Reason" challenges old-world luxury conventions, opting instead for odd luxury and absurd logic.

Prior to joining Brown-Forman, Alexander worked with British American Tobacco where he held various positions in the Nordics, Baltics and Italy. He holds a Bachelor's degree in International Business Administration from the Helsinki School of Economics and Business Administration.

### Jon Suarez-Davis, The Kellogg Com- pany

#### *Vice President, Global Media & Digital Strategy*

Jon Suarez-Davis has spent the last several years building new media capabilities for the multinational food giant whose top brands are synonymous with breakfast throughout much of the world. Kellogg's products are manufactured in 18 countries and marketed in over 180 countries.



He is responsible for global media strategy and all forms of digital marketing – consumer and shopper. Jon Suarez-Davis leads an internal center-of-excellence team at the Kellogg Company that focuses on building integrated marketing services capabilities to enhance the effectiveness of the company's marketing investment.

The Kellogg Company has produced some of the world's most trusted food brands for more than a century. To reach its constantly-connected consumers, the company realized it needed to look beyond traditional marketing channels. And Jon Suarez-Davis was part of the solution. He joined the company in a new role created in 2009 when he was charged with building digital marketing capabilities and best-practices across paid, owned and earned channels.

Since that time, Kellogg's has come a long way. Digital Technology, for Jon Suarez-Davis, means building greater competencies, including programmatic buying to stay at the forefront of changing consumer behavior.. More than half of Kellogg's online media is now purchased directly

through programmatic channels—either open exchanges or private exchanges with key publishers. Although this represents one of the biggest recent media moves the company has made, Jon recognizes that there is still much to learn in this space to increase efficiency. “The lowest dollar is not always the best dollar spent,” he admits. “We will pay higher CPMs if value is created.”

Today, Kellogg's has increased viewability rates to over 70%—well above the industry standard, and has dramatically improved targeting. According to Jon Suarez-Davis, programmatic “has given us the data and confidence to know that it is an efficient and effective way to engage our consumers.”

Prior to joining Kellogg, Suarez-Davis was SVP, digital strategy at Leo Burnett, and a member of the leadership team responsible for the global Kellogg account. Specifically, he had management oversight for all Publicis digital agencies working on Kellogg: Starcom Digital, Arc and Digitas.

Before Burnett, Suarez-Davis played a leadership role in building Biggs|Gilmore – now VML – into one of the most awarded and recognized digital agencies in North America. As VP, strategy, he led the strategy group responsible for developing integrated marketing communications for Johnson & Johnson, Kimberly-Clark, DuPont and Kellogg. Jon Suarez-Davis began his career at A Eioco & Co, a division of Ogilvy & Mather, in direct marketing media and account management roles.



**Hesham Tahssin,  
Americana Group  
Deputy Chief Marketing  
Officer - Middle East &  
North Africa, KFC  
(Americana Restaurants)**

Hesham Tahssin has proven that he can create innovative marketing programs and deliver extraordinary brand growth. He has now spent a decade with Americana Group where he started by managing the marketing in Saudi Arabia portfolio of restaurants brands which include KFC, Hardee's, TGI Friday's, Chicken Tikka and Krispy Kreme. He started with the company in 2005 as Marketing Director for Saudi Arabia. He was then appointed as Regional Marketing Director KFC Arabia.

Hesham has worked on marketing campaigns and initiatives that led to KFC Arabia receiving numerous awards and growing sales over the years. He was promoted

to Deputy CMO for KFC in 2013. A strong believer in the power of social media, Hesham worked on campaigns that resulted in KFC Arabia's Facebook page being the biggest in the industry. Furthermore, his conviction in growth with consumer relevance was the driver behind working on high-impact television shows that include the region's most popular reality talent programs-- The Voice, Arab's Got Talent and Arab Idol-- recognizing that their reach maximizes brand exposure.

With football being a major source of inspiration for youth in the Middle East, Hesham has worked on the KFC Arabia sponsorship deals including tie-ins with the greatest football team in the world, FC Barcelona, and the two greatest football players, Lionel Messi and Cristiano Ronaldo.

Hesham is also a judge for regional and Global awards and a speaker at major media and digital conferences.

**Kozo Takaoka,  
Nestlé Japan  
Ltd.**

**President and CEO**

Few marketing executives have become CEOs of their organization. Many industry experts, though, believe this will now change as marketing embraces more elements critical to driving business growth—consumer connectedness, transparency in an always-on social media world, capturing the essence of big data so that it is acted upon properly, and even product innovation.



Kozo Takaoka, though, is ahead of the times/trend, which is a clear hallmark of his long career at Nestlé. Considered a legend in Japan, he may be among the country's most innovative marketing leaders, while his work has been featured in marketing text books and business school cases studies the world over.

Takaoka-san is a 30 year veteran of Nestlé Japan. It is also significant that company is celebrating 100 years in Japan this year, and Kozo Takaoka has been at the forefront of the company's success by adapting the global brands of the Swiss giant to meet local consumer needs.

He started his career in beverage marketing with assignments for various brands, including Nescafé. He became an early pioneer of the Barista coffee maker in 2009, a

machine that offered café-style coffee drinks using soluble instant coffee, and then, later capsules. Despite initial resistance from Switzerland, Takaoka-san was adamant that data showed a high demand for drinking quality instant coffee, and Japan needed a special machine to meet this demand. Sound familiar?

Kozo Takoaka then joined the confectionary division. His work with KitKat is indeed the stuff of legend. The chocolate brand catapulted to the leading candy bar in Japan, while also becoming a premium product, to the surprise of Nestlé's Swiss headquarters. KitKat was not only produced in limited edition flavors preferred by the Japanese, including green tea, cherry blossom, wasabi, black sugar, roast soy bean, edamame and European cheese, but the bars became huge collector items with tourists and ex-pats who knew the iconic candy in its "original" flavor. More than 200 different KitKat varieties have been produced.

Additionally, KitKat bars evolved to be a token of good luck in Japan and soon became part of the traditional custom of giving. KitKat sounds similar to the Japanese phrase "Kitto Katsu," which means "surely win," so Japanese well-wishers present the chocolate to their friends and loved ones every year, especially for school entrance exams.

As Nestlé begins its second century in Japan, the company is responding to the needs of a growing elderly population. In a press release issued for its centennial, Kozo Takaoka stated: "Japan faces specific challenges with its ageing and shrinking population. In many ways Japan is experiencing the challenges we will eventually face elsewhere. Innovation is key and as we have seen over the past years, Nestlé Japan is capable of finding innovative ways to meet this new reality."

And with a marketers like Takaoka-san at the helm, we have no doubt those challenges will indeed be met.

## Thomas van Schaik, adidas

### **Global Brand Director**

Few marketers of sporting goods brands started in the business as by actually working for sports teams, but Thomas van Schaik has a reputation for breaking the mold. He studied Communications in Amsterdam, but immediately followed with a professional career at the Amsterdam Admirals in the NFL Europe and moved to Dutch professional soccer champions PSV Eindhoven in 1997.

In 2001 he relocated to Southern Germany to join adidas, the largest sportswear manufacturer in Europe and the second biggest in the world. He's filled a variety of roles with the company since that time, including Head of Global Public Relations for the company's Sports Performance division. In 2011 he was named Global Brand Director, which has become a natural fit for such an enthusiastic sports fan.

Today he modestly describes his job as "engaging fans and building brands," yet his role is far more complex. Thomas van Schaik is responsible for developing the adidas marketing campaigns surrounding some of the brand's biggest platforms and assets. Some of his more recent responsibilities include the adidas #allin campaign for the 2014 FIFA World Cup and the global work for the 2012 London Olympic Games. He is also leading all campaigns featuring star athlete Leo Messi.

He has worked with confederations, organizing committees, leagues and teams from around the world and with many of today's best athletes; ranging from Super Bowl winners and NBA All Stars to Olympic Champions. In addition to managing star power and global events, he's a producer of award-winning and cutting-edge programs designed to increase ROI and minimize cost.

He often comments that his role could well be the best job in the business. We'd add that he's also performing that role at the top of his game.



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#### BOOK LAUNCH: *THE REINVENTION OF MARKETING*

In December, at the Sony Club atop Madison Avenue in New York, members of the global marketing community toasted a new book entitled *The Reinvention of Marketing* in which fifteen global marketing leaders shared their views on marketing's dramatic transformation.

Written by Deborah Malone of **The Internationalist** in collaboration with the **ANA (Association of National Advertisers)** and with a Foreword by ANA CEO Bob Liodice, the book is the first in a series to chronicle the contemporary efforts of those marketers who are indeed reshaping the future of marketing.

*Pictured left to right:*

- 1 Nadine Karp McHugh, L'Oréal; Morten Albaek, Vestas Wind Energy; Barbara Basney, Xerox and Lee Nadler, MINI—all chapter contributors in *The Reinvention of Marketing*
- 2 Deborah Malone, **The Internationalist**; Susan Avarde, Citi Group
- 3 Lee Nadler of MINI with his daughter and wife
- 4 Elliot Lum, Sony & Barbara Basney, Xerox
- 5 Bob Liodice, CEO of the ANA
- 6 Deborah Malone, **The Internationalist** signing a book for Paul Greenberg, NYC & Co.
- 7 Jui Nasomyont, Avon & Maritza Aldir, Vertic
- 8 *The Reinvention of Marketing* Book Launch Reception and Panel Discussion with Chapter Contributors
- 9 Shenan Reed and Pele Cortizo-Burgess-- both MEC
- 10 Morten Albaek, Vestas Wind Energy
- 11 Sebastian Jespersen, Vertic with Lynn Teo & Barbara Baldwin-- both CA Technologies

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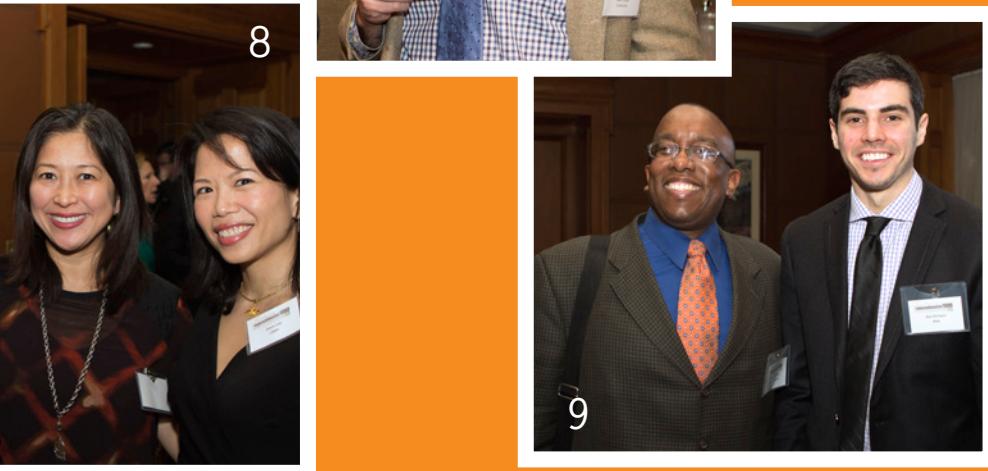
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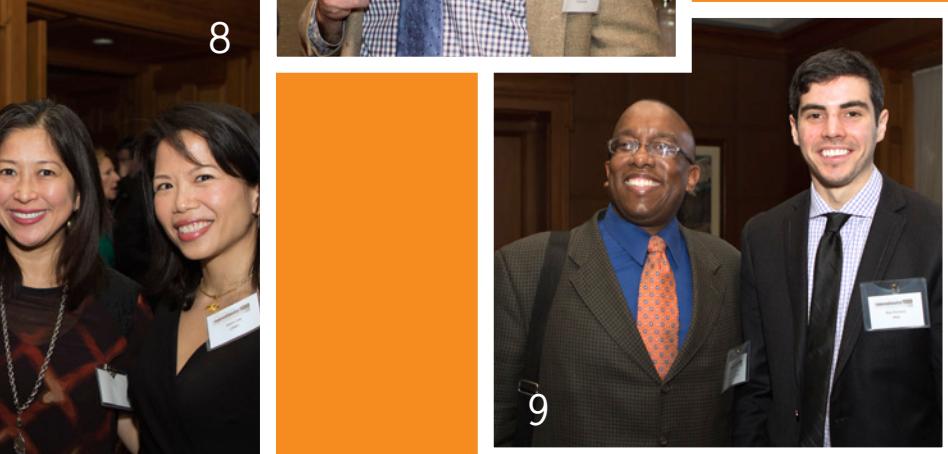
WHAT'S ON THE MINDS OF  
MARKETERS?

To kick off 2015, **The Internationalist** with the **ANA** provided a fast-paced ThinkTank for industry leaders that offered a snapshot of trends, insights, buzzwords and projections to make sense of a new year in marketing. With perspectives from advertising leaders and industry experts, the group explored a range of topics from fast-growth markets to making sense of CES to the Internet of Things.

*Photos Left to Right:*  
 1 Deborah Malone, The Internationalist  
 2 Stan Rapp captivates the group  
 3 Lyle Schwartz, Group M  
 4 Shenan Reed, MEC  
 5 Erik Tash, Prestige Brands; Michale Lao, NBTY; Jim Lawenda, ANA; Deborah Malone, The Internationalist  
 6 Sebastian Jespersen, Vertic; Jens Lerno Storm, Vertic; Tal Nadari, Bols Liquers  
 7 Jake Dolce, Collective  
 8 Linda Evans, Time Warner Cable; Lan Phan, ANA; Joyce Lee, LVMH  
 9 Rodnell Worman, Happteaness Co.; Alex Romero, ANA



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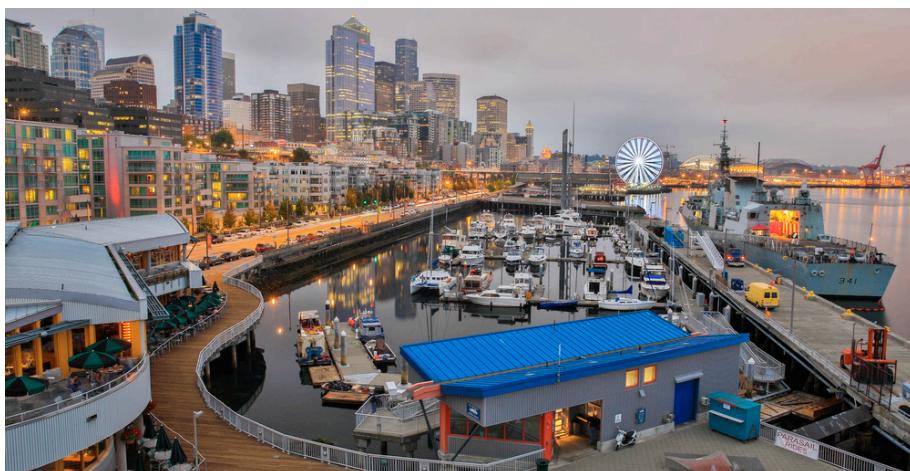


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Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai  
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## Living That Cloudy Dream in Seattle

*It seems Seattle didn't get the memo announcing the demise of the American Dream. The emerald city is one of America's fastest growing metro areas and has become a magnet for lifestyle testing around all types of cloud technology. The result is a boomlet making Seattle home to many cloudy start-ups, with widespread integration of high-tech and a rapidly expanding IoT ecosystem anchored by Amazon and Microsoft. This all adds up to new cultural heft that makes Seattle feel very future forward.*



### Arrivals

Arriving into Sea-Tac, (the Seattle-Tacoma airport) is a breeze, but you'll want to skip the public transportation. For such a small city (less than 700,000 residents) Seattle is extremely spread out, so what you really want to do is follow every single other person to the rental car centre, where you can pick up some wheels to get around. Public transportation and buses are not comprehensive here, so you need your thumb on Uber if you are not the driving type.

Once you're on the road you will discover Seattle is a driving city, with a collection of waterfront neighbourhoods featuring some of the best suburban architecture in America. Seattle feels new and modern, and homes you pass on the freeways soak up those beautiful Pacific northwest views — airy spaces and glass-front faces are the norm. As such, its about the only place in America where gawking at residential architecture is a respectable pass-time while cruising the freeways.

### Resting your head

Like everywhere, the heart of Seattle is ringed by cool up neighbourhoods that feature a fantastic list of Airbnb offers in places like Capitol Hill, Queen Anne and Belltown. Downtown is the iconic

Ace Hotel, still a home for hipsters and genesis of a certain Pacific aesthetic that has yet to fully run its course. The Ace started down in Portland, but the Seattle property expresses a similar message, and that message is, "Look at this beard and get in line for my artisanal coffee."

For the less involved, the Hotel 1000 offers an upmarket take on high tech lifestyle, with a gorgeous property well suited to camping out for all-day meetings around their lobby cum fire-pit. The other undisputed cool kid on the block is the Hotel Max, which recently went through a renovation to become a home for local artists and creatives with a focus on ultra-modern design. The bar here has quite the scene and the location is impeccable, right in the middle of the action.

### Dining

Seattle does a good balance between west-coast tech elitism and fisherman's astute simplicity. This is reflected in the lingual cuisine: delicious but not too pretentious. It does seem Whole Foods and Trader Joe's are locked into an organic oligopoly, but Tom Douglas is king of the haute and hip with the Yucatan Inspired **Cantina Lena**, **Hot Stove Society**, and **Dahlia Lounge**. On the more simple side, check out the well established **Pink Door** for Italian, down

by the Pikes Place Market — which by the way is simply a must-do for brunch browsing on the weekends.

Other spots of note include **Wild Ginger** and **Mamas' Kitchen**, which are on the case for small groups or a business team dinner, or the **BluWater Bistro**, which has good brunch and comfort food with seaplanes landing in the water while you nosh.

### Entertainment

Seattle is a city for enjoying dark and cozy places at night and sweating it out on a run the next day. This is not a clubby city, but instead offers a lot on pubs to play cards, live music by dirt bands, and gritty dive bars where its hard to tell if the patrons are longshoremen from the docks or sugar bears from Tinder. Those mysteries make conversation all the more interesting after a third pint of craft ale. The **5 Point Cafe** in now trendy Belltown was the first bar in the country to ban Google Glass, which says it all. Also: **Twilight Exit** and **Linda's Tavern**.

Meanwhile, the rest of the city appears to be dating their Fitbit, enjoying gorgeous views, miles of integrated cycling paths, and the Burke-Gilman trail, which winds its ways up down and around the city and its many bays. People here are fit and active, and with such fresh air and beautiful views, an enthusiasm for running tights and ponytails is contagious.

All in all, today's Seattle feels like a perfect little place - a mix of London's weather, Sydney's topography, and Silicon Valley's smarts make for a wonderful quality of life that for both visitors and locals does feel like a dream come true.

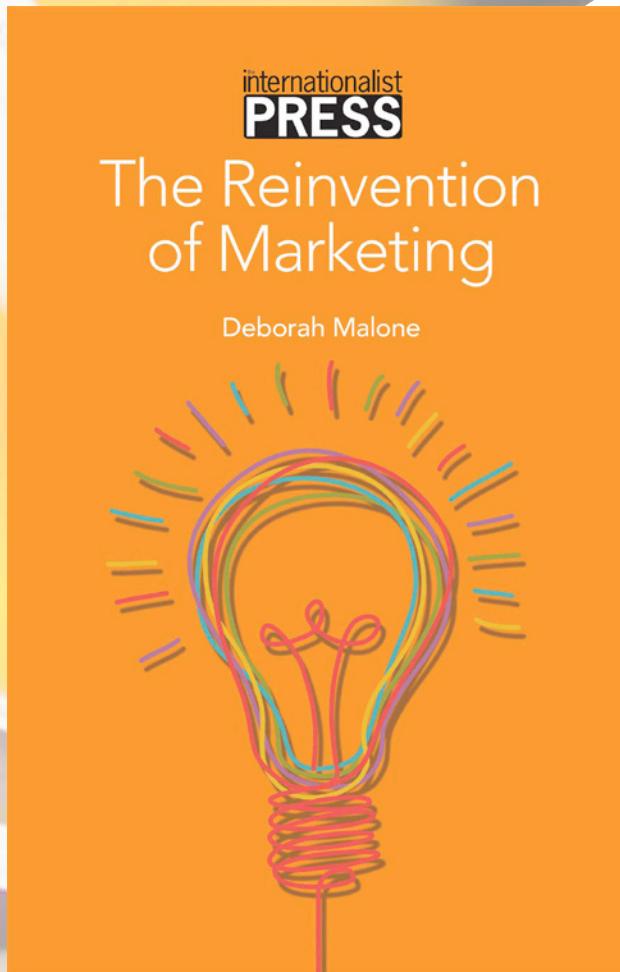
**Stan Stalnaker** is the founder and creative director of Hub Culture Ltd., a movement with a suite of activities focused on content development, private social networks and global experiences. He can be contacted at stan.stalnaker@hubculture.com.

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A NEW RELEASE:

# *The Reinvention of Marketing*

by Deborah Malone



To say that marketing has changed is an understatement. The current pace of evolution can aptly be defined as “reinvention.” Those working to harness this change should be proud of the renewed industry they are creating.

Not only is marketing more critical now to every organization, but it can literally do good, transform brand and consumer relationships through honesty and passion, and—yes-- even change the world. There's no question that today's always-on, accountable, social media environment has radically shifted the rules of “doing good business.” Responsibility and transparency are now central to how any brand or business plays its proper role in society.

More companies are embracing big, sustainable ideas that demonstrate true marketing innovation in an effort to deeply connect with customers' values. These ideals are simply CENTRAL to new marketing principles. When done right, business growth is often a result, and this new way of working truly represents a global revolution in marketing intentions and possibilities.

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