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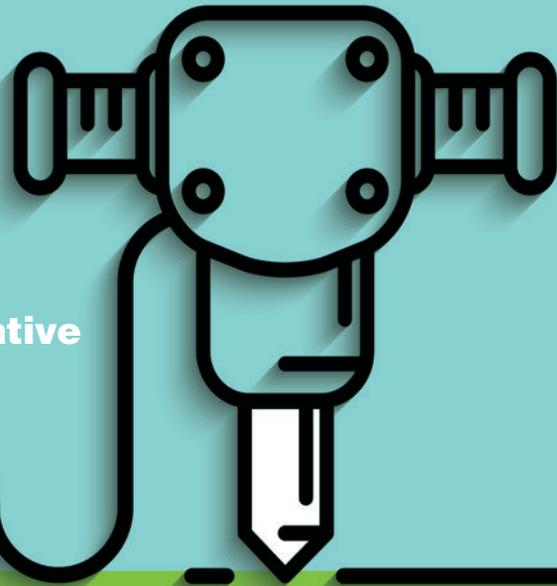
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ANA

NUMBER
76
2016

DISRUPTION:

At the Intersection of Digital Expertise, Data Analysis & Creative Excellence



Dana Anderson on the Power of Generosity

Jonathan Mildenhall on Creating a Community-Driven Superbrand

Brad Jakeman on Disruption's Effects on Marketing's Evolution

Linda Boff on the Strategy for Compelling Content

Johann Freiling on the Tipping Point for Data-Driven Business

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FEATURES

- 6 | *Global Digital Ad Spending*
- 8 | *Dana Anderson Discusses the Power of Generosity*
- 11 | *Jonathan Mildenhall Wants to Create the First Community-Driven SuperBrand*
- 14 | *Brad Jakeman Talks about Disruption's Effects on Marketing's Evolution and Structure*
- 16 | *Linda Boff Shares Her Strategy for Compelling Content*
- 20 | *COMMENTARY: SAP's Johann Freilinger Discusses Marketing's Tipping Point in Today's Data-Driven Business Culture*
- 22 | *Digital Innovation! Case Studies Underscore Sophisticated Content, Programmatic Usage, and Purposeful Branding*

DEPARTMENTS

- Editor's Letter | 4
- Frontlines | 6
- Globetrotters | 15
- People & Places | 46



2016: 76

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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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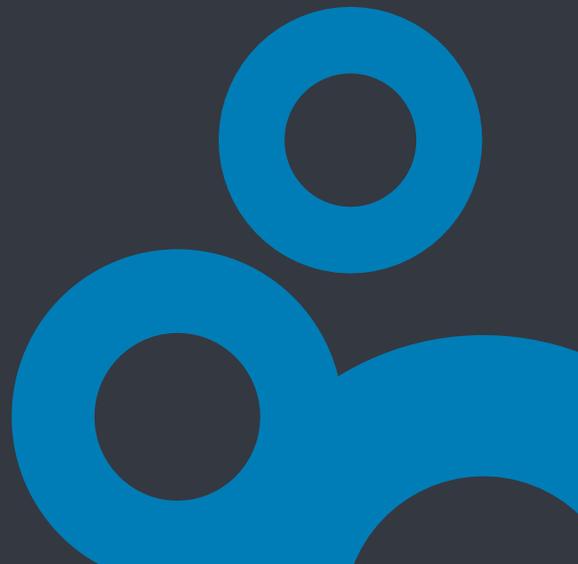
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Disruption.

dis·rup·tion dis'rəpSH(ə)n/

Like so many words that characterize a period in time, we may have already become tired of hearing about *disruption*. However, it is the wake of disruption that is reshaping our current notions of business in general, while its power is also dramatically affecting contemporary marketing thought. Certainly the concept of disruption played a key role in the major addresses at the ANA's Masters of Marketing—whether it was **Brad Jakeman's** clear message that marketers need to anticipate disruption to stay ahead, or lessons from Jonathan Mildenhall as he guides one of the world's most disruptive brands to its next evolution, or **Dana Anderson's** perspectives on grappling with change, or **Linda Boff's** ways of refocusing the strengths of GE.

In fact, it bears a look at some current definitions of disruption:

1. the act of disrupting an established order so it fails to continue
2. Business. A radical change in an industry, business strategy, etc., especially involving the introduction of a new product or service that creates a new market: *Globalization and the rapid advance of technology are major causes of business disruption.*
3. A **disruptive innovation** is an innovation that creates a new market and value network, and eventually disrupts an existing market and value network, displacing established market leaders and alliances.

Note: Not all innovations are *disruptive*, even if they are *revolutionary*. For example, the automobile was not a disruptive innovation, because early automobiles were expensive luxury items that did not disrupt the market for horse-drawn vehicles. The market for transportation essentially remained intact until the debut of the lower-priced Ford Model T in 1908. The *mass-produced* automobile was a disruptive innovation, because it changed the transportation market, whereas the first thirty years of automobiles did not.

And while entrepreneurs in Silicon Valley love to talk about disruption, it's also interesting to consider Harvard Business School Professor Clayton Christensen's view in his book, *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Christensen believes that no matter the industry, a successful company with established products will get pushed aside if managers don't know how and when to abandon traditional business practices. Sobering, indeed.

The case study examples of Digital Innovation in this issue also demonstrate how many marketers and agencies are dealing with disruptive strategies and specific tactics. However, as we enter 2016, it increasingly looks as though marketing success may be found in a combination of digital expertise, data analysis and creative excellence. Yet, the challenge is delivering on all three. That, however, may not be disruptive; it just may be practical in a time of great change.

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Founder

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Global Digital Ad Spending

eMarketer Looks at Regions and Industry Segments

The world’s diverse countries may be more connected than ever before in our digital age; however, all are still governed by local economies, infrastructure and consumer behaviors. The new eMarketer report, “Global Digital Ad Spending by Industry: A Country-by-Country Look.” examines ad spending trends in 20 key markets, and highlights a number of note-worthy trends.

And while it may be difficult to find a singular trend that fits every market measured, a few things are clear: consumers around the globe are increasing their use of digital devices to access information about products and to conduct ecommerce, while brands are responding by increasing their spending in digital channels.

eMarketer estimates that 2016 will be the year when advertisers in the UK spend more on digital advertising than on traditional media. In 2017, marketers in China will do the same. A year later, Denmark, Australia and Norway will join the list.

Even in the three markets where total ad spending is expected to decline in 2015—France, Finland and Norway—overall digital advertising spending will expand.

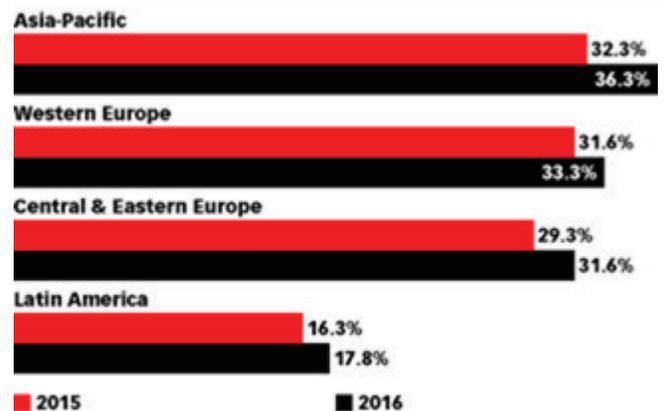
According to eMarketer, fast-moving consumer packaged goods brands are digital advertising leaders in many markets. They conclude that this is due to multinational brands’ adeptness at such channels,

and their frequent willingness to invest in developing markets ahead of local brands.

However, they caution that one should not count out local brands. For many startups in developing countries, such as Indonesia—where just 7.3% of ad spending was digital in 2015—digital is the most affordable advertising medium. Startups often spend 100% of their ad budgets in that realm.

Additionally, the auto industry is another big spender in digital across markets and brands, especially in countries where auto sales are surging. In China, for instance, automotive digital ad spending was expected to increase 3% in 2015. Car buyers around the globe are researching purchases online, and digital video advertising in this sector is increasing.

Digital Ad Spending % of Total Media Ad Spending in Select Regions, 2015 & 2016



Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes SMS, MMS and P2P messaging-based advertising
 Source: eMarketer, Sep 2015

201580

www.eMarketer.com

Digital Ad Spending Share of Total Media Ad Spending Worldwide, by Country, 2014-2019

% of total media ad spending

	2014	2015	2016	2017	2018	2019
UK*	47.1%	49.6%	51.9%	54.0%	55.9%	57.5%
Denmark	42.1%	44.6%	47.0%	49.3%	51.3%	53.0%
China**	38.0%	43.7%	49.1%	53.7%	57.4%	59.9%
Australia	39.8%	43.3%	46.5%	49.3%	51.7%	53.9%
Norway	38.4%	42.6%	45.6%	48.0%	50.5%	53.0%
Netherlands	34.6%	36.6%	38.4%	40.2%	41.9%	43.5%
South Korea	31.1%	34.0%	36.7%	38.9%	41.3%	43.4%
Canada*	30.8%	34.0%	36.2%	38.3%	40.1%	41.7%
Sweden	30.8%	33.3%	34.8%	36.1%	36.9%	37.9%
US*	28.3%	31.6%	34.4%	37.0%	39.2%	41.4%
Germany	26.6%	27.8%	29.0%	30.1%	31.0%	31.8%
Russia	23.4%	26.6%	28.7%	29.4%	29.8%	30.3%
Finland	23.3%	25.6%	27.6%	29.5%	31.4%	33.4%
Japan	22.5%	24.2%	25.7%	27.1%	28.5%	29.7%
France	22.5%	23.9%	25.0%	26.1%	27.1%	28.0%
Mexico	19.5%	22.6%	24.9%	26.9%	28.1%	29.1%
Spain	21.1%	21.8%	22.6%	23.3%	24.0%	24.5%
Italy	16.5%	18.0%	19.3%	20.5%	21.5%	22.4%
Brazil	15.6%	16.6%	17.9%	18.9%	19.2%	19.8%
Argentina	13.1%	15.4%	17.0%	17.6%	18.2%	19.2%
India	12.1%	14.2%	16.7%	19.4%	22.4%	25.4%
Chile	11.7%	13.5%	15.2%	16.7%	17.7%	18.5%
Colombia	9.7%	11.4%	13.2%	14.7%	16.0%	17.2%
Peru	8.9%	10.2%	11.3%	12.5%	13.6%	14.9%
Indonesia	4.7%	7.3%	10.7%	15.4%	20.4%	25.1%
Worldwide***	26.8%	29.9%	32.7%	35.2%	37.4%	39.3%

Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes SMS, MMS and P2P messaging-based advertising; *includes SMS, MMS and P2P messaging-based advertising; **excludes Hong Kong; ***includes countries not listed

Source: eMarketer, Sep 2015

195526

www.eMarketer.com



Dana Anderson is redefining the future of marketing at Mondelez International, where she oversees agency relations, brand equity, brand strategy, marketing capabilities, media, and digital. She joined Mondelez when it was created in 2012 as senior vice president of marketing communication and strategy, a title she'd held at Kraft Foods. Prior to Kraft, she worked at some of Chicago's leading ad agencies. She is one of Ad Age's "100 Most Influential Women in Advertising," on the Forbes list of Top 50 CMOs. She also has contributed a chapter in the first volume of *The Reinvention of Marketing*, an annual book published by INGRAM for The Internationalist Press and the ANA.

Dana Anderson Discusses the Power of Generosity

Few would immediately link words like “generosity” and “organizing for growth” in the same sentence, but Dana Anderson, Senior Vice President and Chief Marketing Officer of Mondelez International, has a way with words, as well as an approach to marketing that embraces change, reinvention and some of the undeniable realities about the human condition.

Speaking in Orlando at the ANA's Masters of Marketing annual conference, she addressed how a corporate world obsessed with constant growth could think differently about goals and collaboration. Admitting that Mondelez is an 800-pound gorilla living in a world with a frenzy for unicorns—or Silicon Valley's redefinition of the mythical beast as a new term for billion-dollar startups, she emphasized that large, traditional companies with global infrastructure, manufacturing processes and distribution networks can remain competitive, eliminate silos, and tackle change—head on.

The joy of Dana Anderson and her addresses to the industry is that she manages to have us laugh—at the nature of the world and ourselves—while demonstrating that solving a problem just might be less complicated than we assume or are led to believe. Plus, she punctuates her remarks with unforgettable moments from contemporary culture that serve as beacons to remind us that “We can do this!”

Paraphrasing the insights of the Boston Consulting Group, she told her audience, “Most growth initiatives fail because of people and organizational shortcomings... so it was clear that Mondelez

had to change its structure.” She shared some of the lessons learned by the company’s Growth Team, comprised of executives representing the many departments and responsibilities within the vast Mondelez universe, as they explored ways to restructure.

After months of meetings and conversations, there ultimately became a feeling that “everyone can make an impact.” Spurred, in part, by an example of how the Oreo global team decided to work differently and achieved unprecedented growth, Mondelez began to recognize that a spirit of true camaraderie and generosity could actually become a competitive advantage.

In fact, Dana Anderson refers to this kind of personal collaboration and leadership as “Moai,” an Okinawan term for a circle of people who purposely meet up and look out for one another. She illustrated the concept by citing late Director Mike Nichol’s “asshole speech.” In a tribute to Nichols at his death, actor and comedian Eric Idle talked about an incident in the Broadway production of Spamalot regarding one of the actors: “We had to cut his big scene, and he went around moaning and pissing and grumbling. Mike said, ‘I see I have to give you my asshole speech.’ He said, ‘Look, you can either be an asshole and leave, or you can get with the team

and understand this is not about you. This is about making the show better. And the guy was lovely and adorable ever after.’ ”

Dana Anderson believes that such an attitude will make a difference to growth in legacy companies as they work to break down silos, de-emphasize the career trajectories of individuals, and coalesce to form a more unified sense of brand purpose. She talked about how startups and centurions can learn from each other—particularly in terms of changing perceptions and understanding new ways to innovate.

Ultimately, though, she learned a few key lessons about organizing for growth, which resulted in three acronyms: POV, WOW and SOW. Her advice is to have a Point of View—This is what we believe about growth; understand Ways of Working—Who gets to decide the details of this project?; and focus on a Statement of Work—What is the true scope of a project and its allocation of funds?

Dana Anderson admits that Mondelez is acting differently. “Structure,” she says, “has changed a lot of interactions and how we help each other. The power of generosity can create a business advantage in your company.”

“**Structure has changed a lot of interactions and how we help each other. The power of generosity can create a business advantage in your company.**”

JAPAN

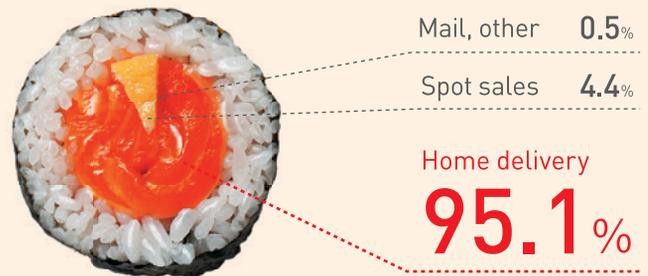
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Source: The Japan Newspaper Publishers & Editors Association (2013)

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. 2015

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2015 MASTERS OF MARKETING
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Jonathan Mildenhall started his career as a graduate trainee in 1990 at McCann-Erickson. Over the next 15 years he rose through the ranks of the London Ad industry working at some of the world's most respected creatively-driven agencies including BBH, Lowe Howard Spink, Howell Henry, TBWA and Mother. During this time he also worked on some of the world's most compelling brands including Audi, Smirnoff, Alfred Dunhill, General Motors, Guinness and Playstation.

In 2006 he joined The Coca-Cola Company as VP, Global Advertising Strategy and Creative. In 2007 Jonathan led the introduction of Coca-Cola's global marketing platform "Open Happiness," an initiative that contributed to the company's most profitable growth period in 20 years. The "Open Happiness" platform also became Coke's most awarded marketing platform in history. Jonathan was named the 2013 Creative Marketer Of The Year at the Cannes Lions International Festival Of Creativity.

In 2014 Brian Chesky, CEO of Airbnb, called to ask him to dinner. A one hour dinner turned into two hours, then three hours, at which point Jonathan was sold on Brian's vision to propel Airbnb into the world's first community-driven SuperBrand.

Jonathan Mildenhall Wants to Create the First Community-Driven SuperBrand

Ask Jonathan Mildenhall, Chief Marketing Officer of Airbnb, about his top goals for the worldwide accommodations sensation—(now valued at \$25.5 billion), and he'll probably tell you it's to "eradicate strangers through one guest in one home at a time." In fact, as a 21st century brand that's resonating well with Millennials, Airbnb views itself at the center of contemporary hospitality with a mission to open the world to cultures and humanity. And Airbnb believes it can be the first community-driven superbrand.

Speaking at the ANA's Master of Marketing Annual Conference in October, Jonathan Mildenhall outlined how the company's core marketing idea is to encourage people to open their minds to stay in the homes of others. Or, expressed more eloquently, "to open your door and create a world where anyone feels that they can belong anywhere." Perhaps a lofty goal, but Airbnb is very serious about achieving it. And they're doing so by creating their own marketing playbook.

Mildenhall, who spent a decade at Coca-Cola in Atlanta following an early career at a number of top London creative agencies, believes that a brand should "stand for something." He adds, "Millennials want brands that share their same set of human values. This requires marketing that matters as it also pushes the human race forward."

His five basic rules for marketing success include:

1. Inspire conversation.
2. Deeds mean more than messages. Be keenly aware of brand conduct and activities.
3. Mine human behavioral truths in global storytelling.
4. Consider global resonance and local relevance.
5. Measure everything.

He also told the ANA audience, “As a marketer I think it’s really important that you lean into the uncomfortable truth.” Mildenhall talked about how Airbnb’s “uncomfortable truth” regarding concerns of staying in an unfamiliar home led to their first international TV campaign, entitled “Never a Stranger.” The spot features a young, single woman who travels the world alone as she builds friendships and local knowledge through her Airbnb contacts. “We put the fears about home rentals front and center in our advertising,” says Mildenhall. “Our character admits, ‘My friends thought I was crazy to travel the world this way,’ but we turned potential questions and apprehensions into an advantage.”

Airbnb is undeniably committed to an ethos of connecting people so that they can belong anywhere. Their #OneLessStranger social challenge is just one of the many ways the company has been inspiring a community to embrace its core principles of hospitality, belonging, and opening doors around the world.

In an effort to turn strangers into friends, Airbnb invited its global community to undertake personal and creative acts of hospitality through #OneLessStranger. The company gave \$10--or the equivalent in foreign currency—to 100,000 Airbnb members worldwide, totaling \$1 million. They asked that the money be used for a unique act of kindness as part of a global movement to help rid the world of strangers. Creative gestures of hospitality could range from using the funds to plant seeds or flowers in the community garden to buying items for a local senior center to purchasing ingredients for baked goods to give to those in need. Airbnb also encouraged participants to document their experience via social channels using the #OneLessStranger hashtag.

Airbnb also understands it is a local travel brand that provides unique travel experiences. At the core may be the relationship between guest and host, but Airbnb has been especially brilliant about highlighting unusual locations and properties to catch the imaginations and conversations of travelers, as well as the interests of news outlets.

Many of their attention-getting accommodations and sweepstakes like Win a Sleepover in a Place of Your Dreams are the result of working with other brands that put fans at the heart of their business

model like KLM, the Boston Red Sox baseball team, IKEA, and even an elite ski resort.

KLM Royal Dutch Airlines converted a retired MD-11 aircraft at Schiphol Airport into a pop-up apartment for rent on Airbnb--complete with enormous living room, master bedroom, two kids’ beds, eight small bathrooms, and 116 windows.

Airbnb was able to collaborate with Fenway Park, the oldest ballpark in Major League Baseball, to make it available for a once-in-a-lifetime stay hosted by Boston Red Sox Hall of Famer and World Series hero, Curt Schilling. Following a home game against the New York Yankees, a lucky guest would be the first-ever to spend a night in a private suite at the stadium, followed by breakfast on top of the iconic Green Monster, the nickname for high left field wall. Contestants just had to answer: “Is staying overnight at Fenway Park a dream of yours? Tell us why.”

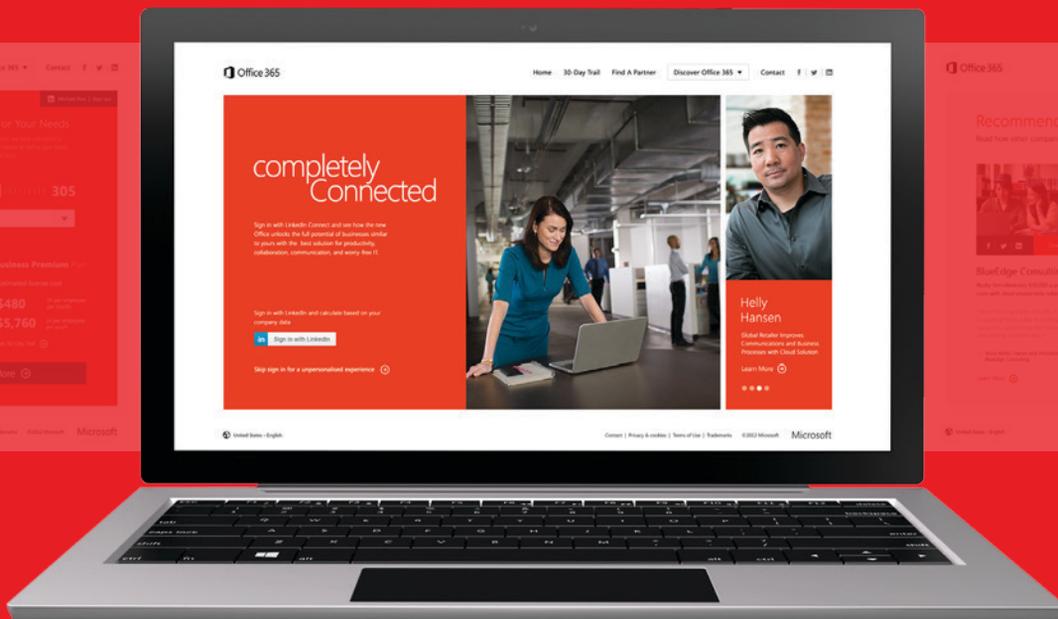
Three families in Sydney had a chance to stay overnight at IKEA-- without having to assemble any furniture, and could choose décor options ranging from rustic charm to inner city living to modern elegance. A spectacular prize for any ski enthusiast was a stay in a suspended gondola at Courchevel in the French Alps—converted into a luxe bedroom for four and a promise to be first on the slopes.

Airbnb is also smart about being first, especially in regard to current events of cultural or social significance. When the Obama administration announced new policies enabling Americans to travel to Cuba, Airbnb connected with a well-regulated network of private bed and breakfasts, called casa particulares, permitted under new Cuban laws allowing entrepreneurship. Cuba is now one of Airbnb’s fastest expanding markets — with more than 2,000 listings — fulfilling the company’s mission that anyone can “belong anywhere.” This also represented one of the most significant US business developments on the island in the last 50 years—if not the fastest.

Today, Airbnb boasts over 1,500,000 listings in 34,000 cities and 190 countries with accommodations that can literally run the gamut from treehouse to castle. With such numbers, there’s little doubt that there are already less strangers in the world, no matter which lodging option they choose.

The numbers tell the story.

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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. Brad was responsible for leading the marketing program which resulted in the

Brad Jakeman Talks about Disruption's Effects on Marketing's Evolution and Structure

There's little question that Brad Jakeman is an advocate of truly *transformational* marketing.

His category-disruptive ideas go beyond merely challenging 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.

Today, 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, and is responsible for eight of company's twenty-two billion-dollar brands. Most recently Brad was responsible for leading the team that created Pepsi's first ever global brand campaign Live for Now.

He admits that two significant industry shifts have influenced his thinking. Today he believes it is critical to fully activate the role of marketing in an Age of Disruption, and it is equally important to embrace the inextricable connection between marketing and technology, as well as the resulting intersection of roles between Chief Marketing Officer and Chief Technology Officer.

In fact, Brad Jakeman often questions, "As we look at marketing capabilities and functions within our companies, we see they are

set up primarily for driving growth. However, are they focused enough on driving transformation and disruption?”

He is firm in his conviction: “If you’re a marketer in any business, you must now be focused on how you disrupt yourself before someone else disrupts you, or you’re not doing your job. We’ve seen how entire industries can be disrupted overnight—look at the phenomenon of Uber and Airbnb and how they’ve changed entire businesses without owning a single car or room. The role of the modern marketer is to always think one step ahead.”

Plus, the cycle time for disruption is faster and points out that we’ve already seen how the disruptors are becoming disrupted. He emphasizes that we have to think about disrupting ourselves before we are disrupted, which is often counter to the ideology of many companies. Corporate reorganization and restructuring is difficult—especially when agile companies may have to consider it every 18 months given the industry’s rate of change.

Brad Jakeman’s advice is to solve these issues of disruption through an innovation mindset or culture where it is the responsibility of everyone in the company to anticipate disruption. In fact, he dissuades people from considering “best practices” as he’s concerned that what worked in

the past will probably not work in the future in a rapidly-changing consumer-driven, technologically-competitive economy.

Of course, technology is changing how consumers engage—or opt not to engage with brands and media through today’s proliferation of devices. According to Jakeman, “Consumers can ‘screen out’ content they don’t want to receive, which represents another fundamental change. Marketers today have to think about commercial content that is so compelling that their customers will seek it out and not screen it out. Every brand has the ability and responsibility to entertain or inform through digital platforms that bring experiences and value to people’s lives.”

He adds, “One of the reasons why apps have become so important is that they use mobile technology to bring the values of a brand to life. Nike Fuel Band is a great example. Is it a product or a marketing platform? The answer is simply- ‘yes.’ A convergence of product-like things and marketing-like things is indiscernible to consumers—as long as they are consistent with what the brand stands for. Interestingly, one of the unintended consequences of exploding media and multiple devices is that consumers are willing to interact with content—of greater quality and in greater quantities—than ever before.”

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.

He was named an Internationalist of the Year by The Internationalist in 2015 and is a member 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. The expanded story of his views on marketing in an Age of Disruption will appear as a chapter in the upcoming book, *The Reinvention of Marketing- Vol.2*, to debut later this year, published by INGRAM for The Internationalist Press with the ANA for use by marketers and marketing students at Universities throughout the world.

2015 MASTERS OF MARKETING
ANA



Linda Boff is responsible for GE's global advertising, digital and content marketing, and brand, experience, sponsorship, and design strategies. Previously, Ms. Boff was chief marketing officer at iVillage Properties, part of NBC Universal. She joined GE in early 2004 with 18 years of experience in marketing, advertising, and communications, including senior roles at Citigroup, the American Museum of Natural History, and Porter Novelli.

She is a 2014 AWNY Changing the Game Award winner, B2B Magazine's 2012 Digital Marketer of Year, and a 2012 Media Maven. She is on the board of Partnership with Children, a NYC-based organization which provides social support to 5,000 hard-to-reach schoolchildren. Linda Boff is also on the Ad Council's Executive Committee and is a member of Digital 50. She earned a B.A. in political science and psychology from Union College.

Linda Boff Shares Her Strategy for Compelling Content

There's little question that General Electric has made business-to-business marketing—well—sexy.

Although Linda Boff, GE's recently-appointed Chief Marketing Officer, stated at last month's ANA Masters of Marketing Conference, "We don't believe in B2B or B2C, we believe in B2H. We market to humans. We want to talk to people." Ms. Boff and her team have captivated the imaginations of many humans through content that she calls "interesting, contagious and shareable" by putting science at the center--often with humor, but always with a "wow" factor. The result is that GE is now as much a part of popular culture as any consumer or business brand—not bad for a global corporation that's well into its second century.

Beth Comstock, GE's former CMO and now elevated to Vice Chair of the company's Business Innovations unit, said at a past ANA conference that many people assumed B2B advertising stood for "boring 2 boring." GE has certainly defied any notion of dullness as the company puts good old-fashioned storytelling and fun at the core of its work. Yet Linda Boff believes--unapologetically-- that being a first-mover in all forms of marketing has also made a big difference to the brand. Early adoption, experimentation and taking risks on what's new or emerging not only resonate with the GE ethos, but being out front works well when creating a sometimes unexpected home for

compelling content.

In her ANA talk, she admitted, “Sometimes people say, ‘Are you chasing the shiny object?’” Her answer: “Maybe a little bit. But we do this for a reason. We think you only get one chance to be out front... And the spoils go to the first early adopters.”

What are the benefits of so much buzz particularly for a company that sells jet engines or the outcomes of an efficient operating room or the advantages of digitally-enabled machines? According to Linda Boff, “Brand matters. In fact, brand matters a lot. It matters in recruiting. It matters in investing. It matters in relevancy.”

GE does business in 170 countries. “Our approach to marketing is the same as our approach to business. We want to be first.” She adds, “We also want to be creative. We ask how we can produce the best story, so that people will pay attention. Then we move fast. We have a very flat organization with little bureaucracy. We know ourselves. We understand the ‘north star’ that guides us. We pay attention to our gut.”

Her advice to fellow marketers is simple:

- **Experiment.** You’ve got to be on the playing field, and it often costs very little to participate.
- **Build a team that’s focused on “yes,” and not “no.”** Include the agencies as part of the team.
- **Be Creative.** Nothing takes the place of great storytelling.

So where does GE go now? According to Linda Boff, “GE is a company that’s always about reinvention. We’re tackling what it means to be digital and industrial at the same time. Telling the story between software enabled machines is a hard story to tell.”

Interestingly, GE has produced a new documentary series for television called Breakthrough that highlights innovation in science and technology. It has begun airing this month on the National Geographic Channel in 140 countries. GE partnered with producers Ron Howard and Brian Grazer at Imagine Entertainment on the series. Ms. Boff mentioned that Ron Howard began his acting career on “GE Theater” hosted by Ronald Reagan. She commented, “History comes forward again.”

“GE is a company that’s always about reinvention. We’re tackling what it means to be digital and industrial at the same time. Telling the story between software-enabled machines is a hard story to tell.”

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.

Using the latest insight into the psychology of choice, MEC Momentum closes the gaps in understanding between what buyers do during the purchase journey, how their perceptions of brands influence their behavior, and how they use media and brand communication to make their choice.

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.

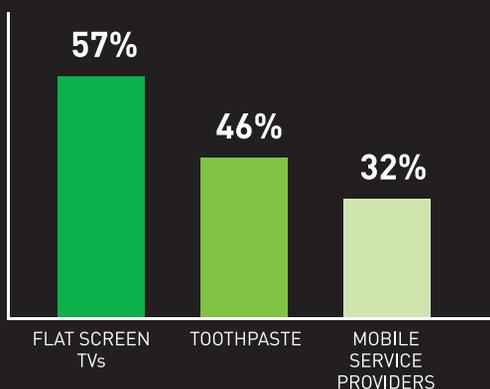
Additionally, it demonstrates what psychologists have long known: before people actively think about making a purchase, powerful cognitive biases are already helping them to make a choice – without their realizing it.

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.

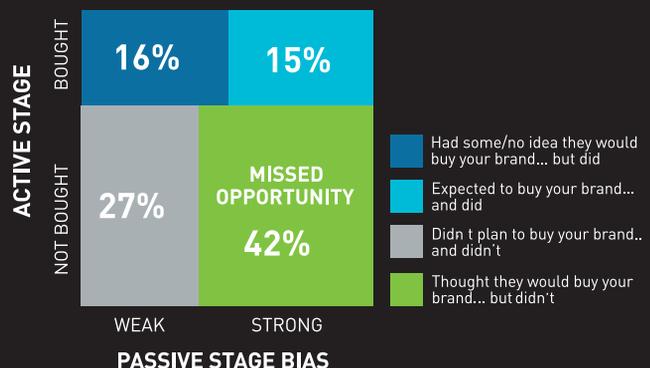
So what is it that keeps your customers moving towards purchase, and how can you use brand behavior and communication to keep them on track? Above all, are you ignoring a vital part of the purchase journey by focusing only on when people are actively thinking about buying something?

AVERAGE PASSIVE STAGE BIAS BY CATEGORY



Source MEC Momentum 2013/2014

THE SIZE OF THE MISSED OPPORTUNITY



Source MEC Momentum, Body Moisturisers, Germany, 2013

To find out more about MEC Momentum, visit www.mecglobal.com or contact pele.cortizo-burgess@mecglobal.com.

WE'LL REACH OUT AND HELP YOU

EXPLORE

THE UNCHARTERED

BECAUSE THAT'S WHERE IDEAS

FLOURISH

DON'T JUST LIVE. THRIVE.

MSJ

SAP's Johann Freilinger Discusses Marketing's Tipping Point in Today's Data-Driven Business Culture



Johann Freilinger, Head of Marketing and Communications for SAP's new XM division, has spent the last year immersed in those issues that represent the most fundamental changes now occurring in marketing—from recognizing how relevant real-time data can enhance the personalization of messages to solving concerns about transparency to understanding what drives cultures of innovation.

SAP, of course, is a market leader in enterprise application software which helps organizations and their people to work together more efficiently and use business insight more effectively. Seventy percent of the world's transactions touch SAP systems. And SAP customers represent 98% of the world's most valuable brands.

The company's new SAP XM unit is challenging existing industry models by applying real-time technology powered by SAP HANA cloud in-memory technology to achieve transparency, accuracy and efficiency through a new premium media exchange. SAP has recognized that the issues at the heart of programmatic media buying apply to every SAP customer.

Freilinger believes, "In a connected world, every company is fast becoming a technology company. Consequently, winning brands in a digital economy are those that learn to derive actionable insights from big data, while thinking and responding in real-time and concentrating on business outcomes." This, for him, is the new tipping point of marketing,

and he admits that the industry has a huge task ahead to deliver the kind of data-driven marketing that ultimately creates a significant difference to an individual customer.

However, he cautions: "No matter how sophisticated the technology, companies will only succeed if they stay focused on the true needs of their customers—even if their constituents may not yet anticipate potential future solutions or next-generation possibilities." He adds, "While businesses plan for the Internet of Things—perhaps the most dramatic change in human history as we connect machines and data to better serve consumers and businesses—these basics will remain the same."

According to Johann Freilinger, "Customers will continually demand seamless, easy-to-understand, personalized experiences—and today that means across any channel, on any device, anywhere and at any time. Increasingly, the entire customer experience journey and the potential for business success are becoming much more aligned than ever before."

He also advocates that programmatic buying will play an important role in the transformation of business as it strives to achieve true customer relevance with an *individualization* of messaging tied to customer needs—especially as more companies understand the value of integrating processes across marketing, sales, analytics, customer service, digital commerce and finance.

“Interestingly,” he adds, “Programmatic buying was originally intended to make media expenditures more

efficient, precise and accountable. However, big data has the ability to completely transform any business in any industry sector. As a result, programmatic strategy with sophisticated predictive analytics and real-time interactions will become a critical factor in enabling a tailored and personalized customer journey. Perhaps we should call this ‘Beyond Programmatic’ until we find new words to describe this next evolution of increasing brand value and supporting better overall results.”

GLOBETROTTERS



THOMAS BURKHARDT TO CMO OF MARCHON EYEWEAR

Thomas Burkhardt, a veteran of both Coty and Procter & Gamble, recently started in a new position-- VP Marketing and Head of Global Licensing for Marchon Eyewear, one of the three top global companies in the eyewear

industry. He'll be responsible for an interesting and diverse portfolio of over 30 brands-- licensed and owned, and plans to bring his diverse experience of both the packaged goods and prestige beauty worlds to the company's marketing role. Among Marchon's many eyewear brands are well-known collections by Calvin Klein, Chloe, DVF, Etro, Karl Lagerfeld, Lacoste, MCM, Nautica, Nike, Salvatore Ferragamo, Sean John, Valentino and others.

A true internationalist, Thomas Burkhardt has lived and worked in Europe and the US, and is multi-lingual and well-traveled. He has a proven track record of growing brands and teams on a global scale, particularly multi-billion retail sales brands like Pantene Pro-V, HUGO BOSS & Calvin Klein.

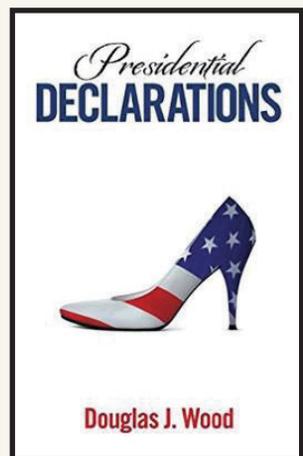
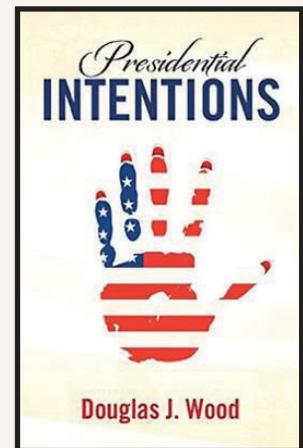
DOUG WOOD TRIUMPHS WITH ANOTHER NOVEL IN HIS PRESIDENTIAL SERIES

Most people know Doug Wood as a New York-based partner in the

global law firm of Reed Smith LLP, where he specializes in representation for the entertainment and media industries. He's also legal adviser to several industry associations, including the ANA and the IAB. And you may even have a copy of his legal reference on your office shelf—*Please Be Ad-Vised: A Legal Reference Guide for the Advertising Executive*.

In addition to his rather robust “day job,” Doug has also written two political thrillers—that you really can't put down—both regarding the journey of a fictional Republican woman candidate for president set amidst the reality of modern-day global events and current personalities.

Regardless of your party affiliation, you'll enjoy the story and the pace... and may find the balance of Doug's perspective refreshing. Now, if we could just find a real Samantha Harrison, rather than a fictional one! The next time you catch Doug at a conference or addressing an industry crowd, ask him about some of the other names and characters in the book.... And the company raffle to participate!



DIGITAL INN

Case Studies Underscore Sophisticated Content, Programmatic Usage, and Purposeful Branding

There's little question that digital media solutions are at the heart of marketing's future as the industry evolves to keep pace with consumers' increasing adoption of mobile, streaming, portable devices and hunger for content. The Internationalist's Awards for Innovative Digital Solutions acknowledge those marketing programs from all over the world that resonate with consumers while building brands in a fast-changing marketing environment.

In fact, the forty-six winning case studies highlighted a number of the following trends:

- » Sophisticated and highly-relevant Content is paramount to engaging audiences and was seen as a critical differentiator in the winning work.
- » Purpose, core values, and “giving back” factor into those programs with the greatest emotional impact and often the most dramatic brand results.
- » Programmatic Buying is increasingly being cited in case studies as building efficiency, expanding budgets and getting results.
- » More campaigns, particularly those associated with expanding retail considerations, are focusing on mobile solutions.

OVATION!



- » Hashtags continue as a significant means of ‘marketing shorthand,’ while also proving they can deliver big audiences.
- » The desire to reach Millennials continues—largely in new and usual ways.
- » Data—big and small, first party or third party—is now simply integrated into the majority of winning work as personalization becomes primary.

This is the seventh year of the competition for Innovative Digital Solutions, and over 250 cases were submitted from 29 different locations worldwide. All entries compete against each other as examples of innovative strategy, solutions and results. This year’s winners represented the top 15% of all entry submissions. The winning cases came from Australia, Canada, China, Denmark, Germany, Hong Kong, India, Kuwait, Saudi Arabia, the UAE, the UK, and the USA, as well as programs with a sweep across Europe, the Gulf Region and worldwide. More than half (54%) of all winners originated outside the United States.

Unlike many awards that cite the best in a single product or media category, The Internationalist Awards for Innovative Digital Solutions enable all case study entries to compete equally across all classifications; winners are those with the highest point scores. There is not a predetermined number of bronze, silver, gold or grand prix winners; again, these designations are determined by point scores.



Fueling Mass Multi-Channel Customization

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

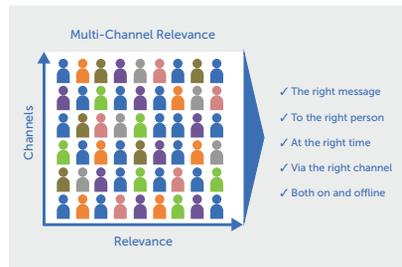
Relevant multi-channel engagement requires orders of magnitude more content.

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.

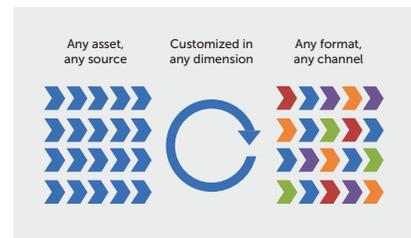
On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

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.

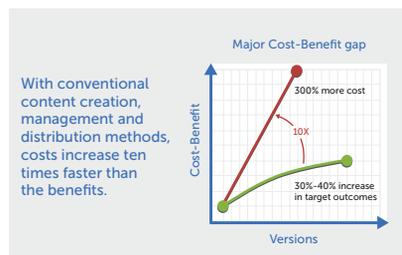


Integrated intelligence provides sophisticated role-based access and editorial rights, while advanced patent-pending automation capabilities provide unprecedented speed, flexibility and cost efficiency.

“Elateral’s game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management.”

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With conventional content creation, management and distribution methods, costs increase ten times faster than the benefits.



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

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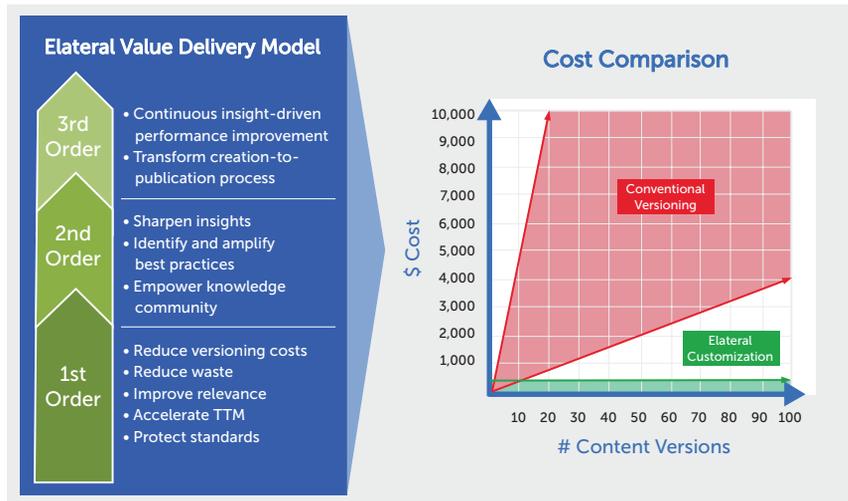
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market.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

<p>TRUE MULTI-CHANNEL</p> <p>One complete solution from package to print, POS, web, mobile and social</p>	<p>TRUE GLOBAL CAPABILITY</p> <p>200+ countries, 20+ languages, UI + content, Cyrillic, Double Byte</p>	<p>INTELLIGENT CUSTOMIZATION*</p> <p>Dynamic scaling with automated layout re-optimization and shape-shifting</p>
<p>MULTI-CHANNEL KITTING*</p> <p>One-to-many flow-through customization for speed, efficiency and consistency</p>	<p>MULTI-CHANNEL QUEUING*</p> <p>Multiple versions for real-time interactive dialogs – fast, flexible, efficient, controlled</p>	<p>CONTENT ANALYTICS*</p> <p>Identify and leverage high-performing assets and executions while reducing waste</p>

*Patent-pending

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.





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Use #SeeTheRealMe and share the real you
@cleanandclear



CLEAN & CLEAR® (Johnson & Johnson), See The Real Me® — J3

The Grand Prix was awarded to Johnson & Johnson's CLEAN & CLEAR® See The Real Me® Program for its masterful use of content and social media while creating an extraordinary movement among teen girls to literally be happy in their own skin.

CLEAN & CLEAR® has enjoyed a long and deep relationship with Teen Girls. But life for a Teen Girl has changed dramatically in the last 10+ years. Girls today have to worry about more than their own emotional reaction to problem skin, they have to navigate a world where everything is discussed and broadly exposed via social media with potentially crippling repercussions. Custom research also showed that 75% of Teen Girls to share their true selves in a world where harsh, public judgment is potentially just a click away.

Teen girls WANT to be seen, but are AFRAID of being judged. This insight became the cornerstone of the See The Real Me® campaign. Through a content-driven Teen platform, the mission of CLEAN & CLEAR® was to transform moments of fear into moments of courage for Teen Girls.

Using powerful teen voices to inspire and engage, the

brand started a movement to drown out negativity and judgement with messages of hope and optimism. Real stories, engagement and participation became the campaign's hallmark.

While the bulk of stories portrayed real girls as heroes, See The Real Me® found the perfect balance of celebrity and peer-to-peer appeal by creating more than 25 pieces of content with the up-and-coming pop stars. Over 160 videos were produced for YouTube and co-created with real teen girls to foster a two-way conversation. All stories encouraged teens to use and engage with #SeeTheRealMe—enabling every girl to be proud of her true self and share it with the world.

Since the launch of the campaign, the CLEAN & CLEAR® business has experienced significant increases in sales and key brand metrics. Most importantly, See The Real Me® helped millions of teen girls develop the courage to express their real selves, with #SeeTheRealMe social conversation reflecting overwhelmingly positive support of burgeoning teen confidence, reinforcing CLEAN & CLEAR® as a brand committed to making every girl happy in her own skin.

DIGITAL INNOVATION



Activision, The Race to E3 (Electronic Entertainment Expo) — OMD US

After twelve years and over 175 million copies of the Call of Duty (COD) franchise sold, Activision was looking to do something amazing with the latest iteration of their tent pole franchise. Black Ops III, the latest in the COD franchise from fan favorite developer Treyarch, needed to break through the clutter of what may be their most competitive year yet. With aggressive sales goals to meet, Black Ops III needed to engage and excite fans at key beats throughout the year starting with their Reveal Trailer in April all the way through E3 in June.

After twelve years and over 175 million copies of the Call of Duty (COD) franchise sold, Activision was looking to do something amazing with the latest iteration of their tent pole franchise. Black Ops III, the latest in the COD franchise from fan favorite developer Treyarch, needed to break through the clutter of what may be their most competitive year yet. With aggressive sales goals to meet, Black Ops III needed to engage and excite fans at key beats throughout the year starting with their Reveal Trailer in April all the way through E3 in June.

Aquafresh (GSK), Captain Aquafresh — PHD

Aquafresh had been a brand in decline for 10 years, but with new creative direction, a new claim, and a communications platform that defined exactly where Aquafresh should play, it changed the category and led to remarkable business growth.

Captain Aquafresh, a charmingly animated and sometimes fallible superhero, was created as the new brand mascot for the toothpaste as he gallantly defended teeth against cavities and sugar.

His appeal caught on! Now with 490,000 Facebook followers, Captain Aquafresh is more famous than Iron Man (the fictional character) on Facebook. Globally, there were over 10 million trailer views – a number that rivals most global movie launches.

After only 4 months into the campaign, a majority of European markets were enjoying double digit growth. These results have transformed the brand's fortunes, and made Aquafresh an investible proposition within the GSK portfolio, matching ROI figures of some of their biggest and most profitable brands.

The Captain Aquafresh story turned out to be truly super-heroic, and this is just the beginning of his mission.





Canon, #ComeAndSee — PHD

Smartphones take great photos, which is bad news for compact cameras as consumers no longer need to carry two pieces of tech. Canon, however, had the courage to embrace the smartphone and champion the stories behind the imagery with an emotive message that set the brand apart.

People are taking more photos with over 500 million uploaded every day. There is a fresh enthusiasm for not just photos, but the story a photo tells. Canon decided to stop talking in “aperture, shutter speed and zoom” language and started talking in STORIES with the help of great films and images. The first story captured ‘Gladiator Football’ - a violent game that dates back to the 15th Century and is still played in Florence today.

Launching with an experiential and innovative out of home campaign, street artists were employed to recreate the imagery from ‘Gladiator Football’ in a 3D optical illusion. Commuters were encouraged to take photos using smartphones and post with the #ComeAndSee to find out more about the story. These mind tricking images brought the Gladiators bursting out of walls and pavements into the target audience’s daily commute throughout London and major cities in Europe. Without any visible branding this was a huge shift away from any potential ‘photography’ stereotyping, ensuring it was all about the image and story which continued online.

The street art reached over 5 million people and drove significant chatter across the launch period with #ComeAndSee at the center of conversations online. The Gladiator Football film was watched 12.3 million times which is more than 34x the population of Florence where the tournament takes place. Beyond the brand impact, the ad effectively drove a response with 64% claiming to take further action after seeing the campaign.

CHEVROLET, #technologyandstuff — CARAT

At 11:43 p.m. on October 29, as part of its Major League Baseball sponsorship, Chevrolet presented San Francisco Giants pitcher and World Series MVP Madison Bumgarner with an all-new Chevrolet Colorado truck, complete with...”um, you know, technology and stuff.”

Those were the now infamous words uttered by the very nervous Chevrolet representative Rikk Wilde that were broadcast to a live audience of 13.1 million households that sent the social masses spinning with chatter and self-produced content, all with the immediately trending #technologyandstuff. Social media was taken over with tweets, videos and memes drawing similarities between Wilde and Chris Farley’s legendary motivational speaker character on Saturday Night Live (SNL). Needless to say, none of the chatter was very positive for Chevrolet.

What do you do when life hands you lemons? We had a big job ahead of us, but we made lemonade by turning Rikk’s embarrassing fail into a proud social media win for Chevrolet.

This campaign showed that when there are extraordinary circumstances beyond your control, there is always an opening to leverage the social and media activity and own the moment and conversation. By executing same-day creative that tied right into #technologyandstuff, Chevrolet demonstrated that it is a modern and relevant brand. Plus, it highlighted the all-new Colorado amongst a hard-to reach target audience — social, opportunistic guys 25-54 who always have their finger on the cultural pulse while seeking out their next passion or adventure in both work and play.

Regarding sentiment, what started out as mockery, was now recognition of marketing genius, with many people asking, “Was this planned all along?”



DIGITAL INNOVATION



Emerson, #ILoveSTEM — DigitasLBI

Global technology and engineering firm Emerson is in constant need of new engineering talent to help in solving the world's most pressing problems well into the future. However, students in the US are losing interest in STEM (science, technology, engineering and math) education, threatening the talent pipeline and making competition for existing talent fiercer than it has ever been.

To overcome the misperceptions of STEM, Emerson harnessed strategic content, media and celebrity partnerships to drive engagement across native and organic channels. Custom content created from these partnerships drove to a page on Emerson.com called "I Love STEM" which was curated through social publishing platform, RebelMouse. The hashtag #ILoveSTEM was created to unite all created, co-created and owned content together, under one community.

By establishing this curated community, Emerson was able to mobilize the STEM conversation, inviting a series of approved publishers to become prominent community members. Publishers included Girl Scouts of America, HuffPost Science, Fortune magazine, Time.com, Girls Who Code and many more. This page served as a simple, smart way to drive all content and media efforts to a singular place, attracting widespread attention both internally and externally. Viewers saw the page as a go-to resource for staying up-to-date on STEM-related news and the STEM landscape.

The campaign was designed to encourage the bright young minds of tomorrow to not only pursue STEM coursework, but also consider Emerson as a potential employer.

Evian, #EvianBottleService — Carat

In order to break through the clutter and win over Millennials, who represented a majority of overall sales within the premium water category, Evian needed to drive trial in a way that created a splash in the market. The campaign's intent was to motivate those who participated in the sampling event to share with their network to drive PR and buzz.

With a limited budget, and the need to make a big impact in the largest Millennial market in the US – New York City – Evian developed an innovative paid social program. To help their target audience beat the summer heat, Evian took to the streets by offering VIP "bottle service" to whoever tweeted to the brand's pink bicycle-riding, chic Parisian-styled street team.

Consumers learned about the sampling event through the promoted hashtag #EvianBottleService in the days leading up to the August 19th sampling event. Messages were pushed out encouraging users to tweet #EvianBottleService in order to get a free bottle of Evian delivered right to them, served on a silver platter. Incremental support of the #EvianBottleService was provided by outside brands like BuzzFeed and through the help of Maria Sharapova – Evian spokesperson – who got a special Evian bottle service delivery.

The VIP service was necessary for this campaign as it made each Millennial consumer feel special and want to share their unique experience with others. Being "in the know" is important, and Evian helped them not only stay on trend, but well-hydrated too.

Since this campaign, Evian has become the #1 water brand in Duane Reade, New York's largest convenient store, and has seen an double-digit percentage increase in on-premise locations.





Fifth Third Bank, Retweet to Reemploy — SPARK SMG

The latest U.S. recession was among the worst in the nation's history, with unemployment and home foreclosures reaching historic highs. Fifth Third Bank wondered how the recession had affected their valued customers. "When we talked to them, we found out they weren't deadbeats," said Jack Riley, a marketing vice president in Fifth Third's regional headquarters. "They wanted to pay their loans, but they had lost their jobs."

Recognizing that it costs more to foreclose on a mortgage than it does to help customers get back to work, Fifth Third saw an opportunity: to behave differently than other banks, championing its promise to stick with customers through the highs and the lows of a shell-shocked economy. With the dignity of its jobless customers on the line, Fifth Third Bank looked to help their customers in a way that no other brand had before.

The bank developed a strategy to grow the job seekers' network exponentially and increase their chance of employment — all the while delivering the message that Fifth Third is a different kind of bank.

A digital campaign across paid, owned, and earned media showcased actual Fifth Third customers participating in a one-to-one job coaching program called Next Job. Long-form videos featured unemployed Fifth Third customers, which were natively seeded into relevant content sites such as Forbes, The Huffington Post, and Mashable to allow users to view and share the message through social channels. The plan was to generate awareness, amplify brand reputation, and encourage users to spread the message.

The campaign saw huge success—reemploying 56% of the customers in the program. Additionally there were 41,000 shares via social channels, funding for 53 training scholarships was generated. A positive brand lift also proved that this campaign changed how people felt about Fifth Third Bank. In a category of typically low customer sentiment, Fifth Third was amazed to see that 61% of people who saw this campaign believed that the brand works to improve lives of customers and the broader community.

GE, World in Motion — MEC

Looking to push the boundaries of what is defined as native content, GE, MEC and Quartz partnered to launch 'World in Motion,' a global destination for GE storytelling and content discovery that brings together GE's paid, owned and earned assets into one seamless experience. It's sleek yet simplistic design re-invents the traditional content hub to support GE's global messaging, while elevating its deep relevancy in local markets.

Among the largest content-driven projects ever produced by Quartz, the highly interactive digital content hub maps out GE's global footprint through a 'minority report-like' platform that allows users to discover the impact of GE technology on a dynamic and visually engaging globe. Its technology-first, social approach creates a fluid experience that features over 250 articles, videos, slideshows, photos and social media posts from across 11 regions worldwide.

Living on both qz.com as well as ge.com, 'World in Motion' is an ENGAGE plus advertising unit, which recognizes a visitor's location and pans the globe to that region. Upon expansion, the user is immersed in an interactive, 3D globe that spins, tilts, and zooms in an infinite number of ways. It's sleek yet simplistic design re-invents the traditional content hub to support GE's global messaging, while elevating its deep relevancy in local markets.

The launch also generated a tremendous amount of coverage in the press. Readers praised World in Motion as "A glimpse of the future of brand journalism" and "a beautiful and interesting world powered by GE."



DIGITAL INNOVATION

Hindustan Unilever, Consumer 360 — PHD INDIA

India, with its huge population, is a critical market, but with its large native mobile population, it needs to be approached in a unique manner. Hindustan Unilever's objective is to build 1 Billion Global profiles by 2020 as data-driven marketing is now the future. Consumer 360 is an enterprise-wide, mobile-based initiative that is designed to help Hindustan Unilever build a mass, actionable consumer database across India to help brands intelligently use data to create a value-exchange for consumers.

India with a mobile penetration of over 80%, makes it one of the highest mobile-friendly nations globally, second only to China. However, over 95% of Indian users are currently on pre-paid connections. This became the source for a strong consumer-based value exchange.

Those who bought key products-- (3 Roses, Cornetto, Vim, Surf, Taaza, Huggies, Fair & Lovely, Bru, Close-up and Sunlight)-- during the campaign period could win free mobile minutes.

With a toll-free number mentioned on-pack, and a unique code inside product packaging across SKUs, consumers were invited to give a missed call in order to stand a chance to win free mobile minutes. Through a return call, an interactive platform guided the caller through a menu of options after verifying the unique code, and asked a series of incremental questions about themselves and their shopping habits specific to the brand. They were instantly rewarded them with free talk time.

The campaign profiled 70 million users, or 5% of the total Indian population, in terms of demographics, buying patterns, and competition mapping. The vast majority also opted in to receive additional offers from Hindustan Unilever. Among the many benefits beyond the development of a consumer database to enable better targeting precision was a 16% volume uplift in engaged consumers and a 2% increase in market share for Sunlight in West Bengal, one of India's most populous states.

KFC, Unleash the Colonel — INITIATIVE MENA

KFC has operated franchises in the MENA region since 1973 when it opened its first store in Kuwait. The brand has since grown to become the number one quick service chain in the Middle East, and its "So Good" taste is enjoyed by millions. KFC can now be found in 12 countries and 104 cities throughout the region. KFC was about to reach a new regional milestone with the grand opening of its 700th store in Kuwait.

Just as KFC was about to release the news, false rumors started to bubble up on Kuwait's social media feeds about the brand's food quality in some of its stores. The brand needed to immediately find a way to counter the negative chatter and ensure Kuwaitis that their local KFCs were up to global standards.

Colonel Sanders is an iconic figure that almost all Kuwaitis recognize. When the Colonel was still alive, he was famous for traveling 250,000 miles a year visiting KFC restaurants around the world. With each visit, the Colonel gave his stamp of approval of KFC's quality and taste. His popular image continues to be used to this day on KFC's packaging and branding materials.

Our first step was to address the quality issues and disprove the false claims about KFC's local quality. Next, we released news that Colonel Sanders himself was about to visit Kuwait to inspect stores and greet KFC guests. Most Kuwaitis know that the real Colonel passed away many years ago, and understood it was a tongue-in-cheek way for KFC to affirm its high global quality standards.

We hired a celebrity look-alike to impersonate Colonel Sanders and unleashed him on a five-day tour of Kuwait that included visits to a children's hospital, local schools, KFC stores where he prepared and served his secret recipe, and finally to the largest shopping mall in Kuwait where he made his grand entrance with a marching band while being greeted by thousands of fans. Our social team followed the Colonel's every move and released photos and videos of each of his visits on Kuwait's social feeds using the hashtag (#unleashthecolonel, in English).

As marketers, we can't always dictate the social conversation surrounding our brands. Bringing Colonel Sanders back to the market after many years was a good reminder of the brand's heritage in the market and that KFC's global quality standards are enforced throughout the region and the rest of the world. #unleashthecolonel became the top trending conversation on Twitter – reaching 3 million users and achieving 1 million engagements. Most importantly, the response managed to increase positive brand sentiment 11%, while sales increased on that weekend by 40% vs. average weekend sales.





KRAFT SALAD DRESSING, Salad Predictions—STARCOM MEDIAVEST GROUP

Kraft's goal was crystal clear –increase the share of its dressings as the shelf stable salad dressing category was losing ground to new options. To achieve that, though, Kraft needed to understand how to add value to a new generation of salad eating occasions.

People weren't necessarily eating fewer salads; they were eating salads differently-- skipping side salads and choosing entrée salads as a main dish. These main dish salads were growing rapidly and looked significantly different-- full of fresh ingredients and more complex flavor combinations. For Kraft Salad Dressings and the entire shelf stable dressing category, this was new territory. So if people are thinking more carefully about the ingredients in their salads, then Kraft would need to be more thoughtful and personal in connecting Kraft Salad Dressings to them.

The solution was a unique combination of precision targeting and addressable messaging. The data was Kraft's arsenal of original recipes and 1st party site data in addition to 3rd party purchase data.

First, Kraft selected the most popular entree salad recipes based on real people's behavioral user data from KraftRecipes.com. The recipes that had recently generated the most views, likes, comments, and shares all popped to the top of the consideration set. They were then cross-checked with social data-- taking the pulse of what salads were popular with both home cooks and fast casual restaurants. This became the list of salad recipes to feature.

Then, purchase data was piped into a customized DMP (Data Management Platform) to create specific target segments based on recent purchases of specific types of produce, proteins and cheese—featured as ingredients in those popular salad recipes. Household income was layered in so that more expensive ingredients were suggested to more affluent households and vice versa. This helped to deploy a simple content strategy to match the right entrée salad recipes and dressing (as ingredient) with the right people based on recent purchases of the other main salad ingredients at the grocery store.

Kraft salad recipe messages were delivered to the target segments in personalized digital ad units--templated and automated to feature the salads most relevant to them in the creative and predicting the type of salad they might actually decide to make based on ingredients they had purchased. For example, people who had purchased chicken got a salad recipe that included chicken, while beef purchasers received a salad recipe with beef—all with the Kraft Salad Dressing to

perfectly complement it in the ingredients list.

As a whole, Kraft's business grew during this time period. As competitors continued to push an "all about the dressing" agenda, Kraft gained share in both Ranch and Italian—reversing the decline of the prior year.



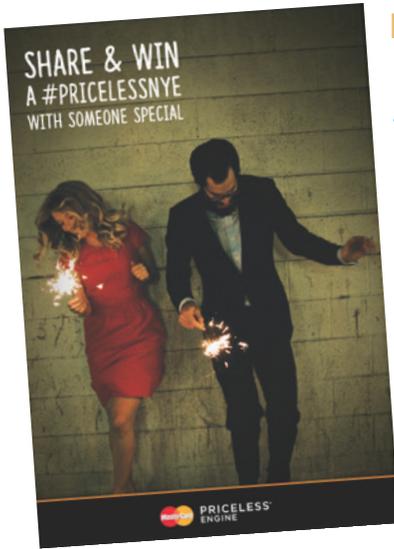
Marriott, #AppYourService—MEC

Marriott Hotels abandoned the predictable product announcement and turned their Mobile Request launch into a real-time, social event through the #AppYourService campaign. Mobile Request, part of the Marriott Mobile app, allows travelers everywhere to instantly connect with Marriott Hotels before, during and after their stay to request services and amenities from their mobile devices.

With the goal of merging product capabilities and millennial desire for instant gratification the #AppYourService Twitter campaign was conceived. For 8 hours, hundreds of Marriott's concierges – Red Coats – were dispersed across NYC on a mission to deliver personalized gifts to consumers who tweeted their request with #AppYourService. Producing an on-the-ground LIVE takeover through the setup of a social command center and the insertion of people on the ground, showcased the ability to own a conversation and become the trending topic on twitter thus amplifying the message, while enabling Marriott to interact with users with low awareness of #AppYourService.

The social chatter was astonishing. Within the first few minutes, influencer tweets promoting the brand drove engagement rates 2,500% above industry benchmark and #AppYourService organically trended on Twitter in NYC for the day. The activation resulted in 2,052 brand mentions in the NYC area within an 8 hour period (700% above industry benchmark engagement rates) and 2MM+ impressions. The campaign was also mentioned by USA Today and BuzzFeed, praising the brand for its creativity and unique approach to bringing the app experience to life.





MasterCard Australia, New Year's Eve — DigitalArts

The holiday period is cluttered with marketing messages from financial services brands. MasterCard needed to cut through this clutter with an emotional campaign that touched people's hearts, while driving the right merchant offers to the right consumers at the right time.

To do this, MasterCard partnered with Hugh

Jackman to create an emotional campaign that asked people where they would like to be at the stroke of midnight on New Year's Eve, and who they would like to spend it with.

The campaign was powered by MasterCard's marketing innovation, the Digital and eCommerce Engine. The Engine enables MasterCard to mine insights from social data and track trends in real-time to optimize emotional campaign messaging, as well as target the right offers to the right consumers at the right time. Over 500 creative variables were delivered throughout the campaign, ensuring that each consumer was presented with relevant content.

Consumers across the country shared elaborate and emotional stories about their loved ones, providing MasterCard with deep consumer insights to optimize our campaign further. Those insights were then used to provide customers with Priceless Surprises and Priceless Experiences they truly cared about. Subsequently, these Priceless Moments then became a catalyst for even more engagement, allowing MasterCard to get even richer insights.

The results of this campaign — powered by The Engine — were unlike anything MasterCard has ever seen—surpassing all campaign objectives, including engagement, merchant click-through rates, cost per engagement, and lift in transactions. The campaign drove over 100% higher engagement rates in every market, compared to any previous MasterCard campaign.

Mountain Dew, Global Content Strategy PepsiCo & XPlain

Mountain Dew is consistently the Fastest Growing CSD in the portfolio of PepsiCo across all regions, in the last 3 years. Extensive Analysis showed that even though Mountain Dew is rapidly growing globally there was huge room for improvement regarding its Digital Presence across countries.

Among the innovations created for a new Mountain Dew Global Content Strategy:

- A 52 Week Content Strategy based on the Periodic Table of Content delivered to each country every month. This featured with suggestions of what to post and when, what channels to use for the distribution, what to promote and also what are the Goals for each Content Piece. Countries are invited to use the same template of Content Calendar for their local Content as well, in order to have a more clear picture of what is posted and when.
- Real Time Monitor of the performance of Mountain Dew's Online Presence in each country through the set-up of a unique online Dashboards platform.

By providing Global content with specific features, utilizing different Content Types and Social Sharing Triggers, Mountain Dew is overcoming the obstacle of Inconsistency as countries have now a variety of Content to share to their Social Networks that builds the Global Common look and feel of the brand, but also increases their Organic Reach. Also, by providing access to the Dashboards platform, Mountain Dew allows countries to monitor and evaluate their efforts in real time to enhance their Content Marketing efforts, maximize their campaigns and optimize ROI.

Using the Online Dashboard Platform provided the following results:

- +217% Increase in the Monthly Total Reach, on average
- +120% Increase in the Monthly Organic Reach, on average
- +137% Increase in the number of Engaged People with the Brand.
- +50% Increase in the number of online searches for "Mountain Dew" via Google Trends





P&G Prestige, Smell My Neck — STARCOM MEDIAVEST

P&G Prestige Fragrances needed to find a way to translate the experience of a new scent, and the feelings surrounding it, to the digital space. Why? Because you can't smell through a screen—it's difficult to convey a scent online. While trials and free sampling give customers an opportunity to “try before they buy” and are proven sales drivers in stores, 89% of people now prefer to shop online.

Of our five senses, the olfactory sense of smell is most closely linked to memory and emotions. P&G Prestige needed to romance customers back to the fragrance category and remind them how powerful and indeed deeply personal scent can be.

A custom video-led campaign was created to highlight the feelings and emotions of smell. “Smell My Neck” showcased blindfolded strangers experiencing and describing the unique, perfumed scent of the person they were paired with—from guessing their physical attributes to their personality and innate characteristics. The pairs forged bonds within minutes of the activity. The content was integrated into Allure's social channels and online content. YouTube was supported by digital ad units that allowed for fragrance purchase in-unit without having to ever leave the page. The full digital experience was leveraged with retail partner, Sephora with P&G Prestige Fragrances promoted heavily on site.

The “Smell My Neck” video series romanced customers playing on deprivation of a sense (sight) to enhance another sense (smell) and surprised customers during the purchase process. Smell My Neck content was viewed over 6 million times, resulting in an incredible holiday season, with a fragrance category sales lift of 3% versus year ago.

Réno Dépôt, The Sky — CARAT CANADA

The paint category drives high in-store traffic while offering retailers the opportunity to sell high margin secondary

products. Facing a growing number of specialized stores and new US franchises launching in Quebec, Réno-Dépôt was seeking a disruptive idea to generate impact, stand out in the Quebec competitive environment and increase consumers' consideration in the paint category.

Research showed that homeowners have a higher propensity to buy paint than renters and better paint quality (higher margins). Overall, increasing their share would generate higher performance to achieve our objective. While perceptible metrics clearly established Réno-Dépôt as a leader for price, the brand was trailing behind for color selection. We needed to be more relevant for consumers regarding the second variable.

To demonstrate Réno-Dépôt's wide hue selection, we aimed for the stars and chose the sky as our media partner. Constantly evolving from day into night, the color of the sky offered an unlimited palette to pick shades from. Knowing that our target did a lot of mileage, our strategy was to use advanced digital technologies to replicate the sky colors on digital billboards-- a technology first. The entire execution was orchestrated in real-time: the detection of the sky, its association within a color database and its synchronization with the digital board. The digital boards then became intelligent tools that were able to establish clearly Réno-Dépôt as a leader in the paint category.

This digital innovation transformed standard digital boards into compelling brand ambassadors. We redefined the media with this trailblazing use of technology, enabling Réno-Dépôt to make a powerful and clear statement that elevated the brand in the color selection perception. The technology was able to identify 53 different shades over the duration of the campaign, lifting the sales up to 165% versus the same period in 2013. Overall, Réno-Dépôt paint sales increased by 17%, lifting the market shares by 19% during the campaign, but more importantly by 11% ever since.



DIGITAL INNOVATION



Shell, Cities Energized — MediaCom

One of the most significant energy challenges the world faces is that, by 2050, the world's population will grow to 9 billion and 75% of those people will be living in cities. Shell is a modern energy company actively addressing these future sustainability needs, and is constantly trying to build awareness of and conversation around these important issues.

The problem is credibility; while Shell tends to have a better reputation than many of its competitors, consumers are still skeptical of the “big oil” industry as a whole. And Shell, to be clear, has had its own share of challenges, with brand favorability and engagement on the decline since the company's last major corporate campaign in 2010.

To get the message across about the need for new energy solutions in the world's cities, we needed a credible, authoritative partner. We also imagined a sweeping, multi-media native advertising initiative that would engage consumers in the human stories of city dwellers starving for energy, along with the facts and figures. Our target is especially knowledge-craving, so we knew we could tell a long story. We imagined print, digital, video and augmented reality. We imagined something literally landing on people's doorsteps: something they couldn't ignore.

We created the FIRST EVER print native ad with The New York Times and coupled it with an immersive storytelling experience online. We worked hand-in-hand with the in-house Times Studio production unit, leveraging their storytelling and journalistic expertise to create our “Cities Energized: The Urban Transition” print guide and online experience, complete with augmented reality, documentary-style video and interactive data visualizations.

In effect, we created an exceptional multi-platform experience for consumers that – emboldened by The New York Times name – gave us the platform to explore urban energy issues and highlight Shell's own commitment to sustainability along the way. Brands that are in flashpoint industries – oil, pharmaceutical and financial services, for example – sometimes find it difficult to talk about themselves, or tell an important story, because the audience has a negative pre-conceived notion of who they are and what they're about.

Most importantly, Shell has seen unprecedented positive lifts – the strongest ever – in almost every category measured, per our Millward Brown/Dynamic Logic. The YouGov annual

brand rankings placed Shell at number one in the Oil & Gas category, specifically citing the New York Times partnership as a major contributing factor.

Strayer University, The Success Project — MediaCom

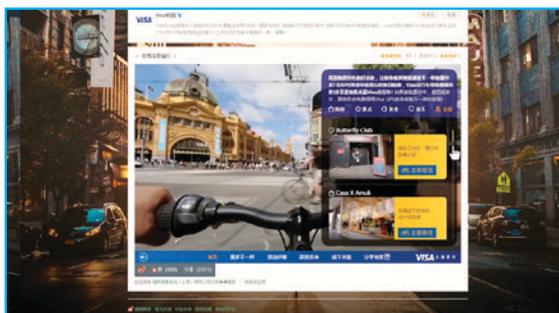
Strayer University is a fully-accredited online and on-campus college determined to grow by convincing adults of the importance of education and its role in helping individuals succeed in their careers and in life. With a focus on practical and business-related studies, Strayer offers accredited associate's, bachelor's and master's degree programs that give students the opportunity to truly transform their lives.

In truth, what Strayer delivers is more than a degree: it delivers a dream. Proprietary research found that adults who did not attend college in their teens and 20's typically believed it was too late: too late to matriculate; too late to be what they wanted to be; too late to achieve the independence and success that their wished-for careers would bring. Success also means personal growth through education, pride in one's accomplishments and a strong sense of self-worth—this became the basis for “The Success Project.” We enlisted real people with real success stories as the face of the campaign and created an initial four-part video series designed to motivate and inspire people to make a difference in their lives through education.

We took to the streets and asked people of all backgrounds for their definitions of success. Next, a success coach helped select participants identify and thank the very real people who have made the biggest difference in their lives. In the “Shout It Out” segment, we gave people the platform to shout out the ambitions that they might've been hesitant to reveal before. We installed a giant megaphone on a Strayer University campus and invited students and everyday community members to share their most personal goals and dreams. Finally, we set up a quirky pop-up coffee kiosk on a campus and asked people to chat with us about their paths to success in exchange for a cup of coffee, capturing the heartfelt conversations on tape.

With a modest budget, we were able to take advantage of Strayer's earned and owned media properties to maximize distribution. Most importantly, we exceeded all campaign objectives, while those saying a Strayer education was “worth the time and investment” went from 19% to 25%.





Visa China, Visa Bike Rental — OMD CHINA

Many Visa customers in China are used to Chinese payment method UnionPay when they travel overseas. They don't realize Visa actually has wider coverage. Visa wanted to appeal to young affluent Chinese customers who are more independent and willing to explore on their own when travelling abroad. This young audience are unlike traditional Chinese tourists who typically prefer group travel and visit only the most famous tourist attractions.

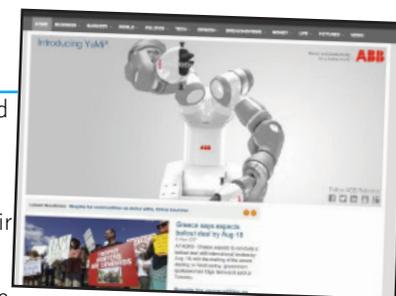
The favorite cities amongst the target group were Melbourne, Sydney and Seoul. Young Chinese travelers were presented with a unique opportunity with "Visa Rental Bike" to explore off the beaten track with Visa in these cities, while also leveraging this online to open the eyes of affluent Chinese youths to the benefit of using Visa abroad.

Free for all Visa customers, Visa equipped Chinese youths with bikes and a mobile location-based GPS device to explore lesser-known areas of their favorite cities. By scouring Visa's huge merchant database, we designed the best cycling routes around each city's hidden gems. We even pre-programmed the mobile devices with these interesting spots and attached them to bikes providing easy "off-the-beaten-track" routes. This directly guided young Chinese to explore Visa-accepted vendors who may not accept UnionPay credit cards. Visa bikers could also capture their personal adventures on the device and share them on social media.

Word spread fast about Visa's travel adventures, through a combination of social KOLs, online videos, online banners and print and outdoor ads focused on Visa's offline biking adventures. The innovative mobile devices on the bikes continually updated Visa's website with all the new routes and discoveries that Chinese Visa bikers found abroad. This meant that young Chinese planning their next trips from home could see the huge number of Visa-accepted merchants abroad and experience Visa's wider coverage for themselves. And Visa's outbound transactions increased by 40% compared to the previous year.

ABB, YuMi — Reuters

ABB, a leader in power and automation technologies for industry, wanted to generate awareness of their new robot called YuMi when it was unveiled at the



Hannover Messe, the world's leading trade fair for industrial technology. ABB sought to convey that YuMi is the world's first truly collaborative dual-arm robot for small parts assembly. Its solutions include flexible hands, parts feeding systems, camera based location and state of the art robot control. YuMi is you and me, working together to create endless possibilities!

One of the key selling points of YuMi—or literally You and Me working together—it that it can interact with people. To showcase this, Reuters created a unique, custom ad unit that brought YuMi to life and modelled in 3D. The creative execution let YuMi build the homepage for Reuters.com users and interact with a user's mouse movement by following the cursor.

Canon Europe, Your City: Unique Perspectives — Zooppa

As part of their "Come and See" campaign, Canon wanted to gather images and videos showing gorgeous metropolitan areas through the lens of a Canon camera. To extend the campaign, Canon partnered with Zooppa, a crowdsourcing platform based in Seattle, WA. The video and print project, "Your City: Unique Perspectives" invited Zooppa's worldwide creative community to produce videos and images capturing the hidden beauty of a city near them. Creatives around the world explored their cities with cameras in hand to produce nearly 150 videos and 450 prints - effectively propelling the "Come and See" campaign forward on a global scale.



DIGITAL INNOVATION



General Motors / Chevrolet, #BestDayEver — DAN/Carat/Story Lab/iProspect

Chevrolet's goal was to change brand sentiment and drive consideration with active and creative Millennials.

To address this challenge, Malibu and Spark models were revealed on April 1st, also known as April Fool's Day by turning this day of pranking on its head. By taking a day full of clichéd and deceptive tricks and making a day full of possibilities and positive surprises, Chevrolet encouraged young consumers to not only re-think the idea of April 1st but their opinions of the Chevrolet brand as well.

To ignite random surprises of optimism, April Fool's Day became known, “#TheBestDayEver, brought to you by Chevrolet.” #BestDayEver consisted of «Acts of Awesomeness» happening all over the United States. Everything from surprising the military with a Kid Rock concert to Alec Baldwin and Olivia Wilde taking over college classrooms. By changing the way consumers think about a day like April Fool's, Chevy also enabled reappraisal of the brand in the US.

Hindustan Unilever, Tweetheart — PHD India

The brands at Hindustan Unilever were gearing up for Valentine's Day with a throng of launches, individual digital campaigns and coupons-led activities.

But instead of entering the throes of all the



Valentine's Day banter, Unilever decided to take a different approach by unifying the power of 12 brands under one consolidated communication agenda #Tweetheart—without having to compete among its own brands for share of voice.

The #Tweetheart garnered 14.7 million impressions on media, driving close to 400k unique visits to the webpage and an astounding e-commerce value of INR 2.3 million in just 15 days! Plus, 13% of those who clicked on one offer also clicked on another thus creating a halo effect on participating brands. #Tweetheart created a beautiful interplay between the Valentine's Day social and E-commerce dynamics.

KFC Arabia, KFC Brings You More Ronaldo — Initiative MENA

KFC understood that advertising and media have shifted from just being about exposure to being more about experience. With an endorsement deal from famed footballer Cristiano Ronaldo, KFC's TVC running during the World Cup did a pretty good job at getting KFC exposure. But to really connect with its audience, KFC turned to the encrypted TVC and using Shazam in a whole new way for a rich and personal experience with the brand.

Football fans who 'Shazamed' the TVC were taken to KFC's mobile landing page featuring a visual of Ronaldo holding a bucket of KFC with the caption “The World's Best Player – The World's Favorite Secret Recipe.” Viewers were then given two options, view “Exclusive Ronaldo Videos” or “Play & WIN with KFC.”

KFC Arabia's integrated digital strategy worked. View time behind the Exclusive Ronaldo Videos exceeded 20,000 minutes, while play time behind the Play & WIN with KFC contest surpassed 13,000 minutes. Plus Brand favorability on Social media increased from 12% to 23%.





Lenovo, Striking a [Yoga] pose to captivate consumers in ANZ — **Lenovo**

As the number one PC vendor in the world, Lenovo is a well-known business technology brand that is committed to delivering a range of high-quality, reliable and innovative hardware. Yet, the brand's online share of voice among consumers was virtually non-existent in Australia.

Lenovo Australia set out with clear goals of building the perception of the brand among consumers, and increase Lenovo's share of voice from 1% to 20%. This was in tandem with the launch of the new consumer range in October 2014. Through a programmatic, flexible & cost effective marketing strategy that broke the boundaries on engagement marketing, the company achieved a ground-breaking entrance into Australia, capitalizing on giving global content a local perspective.

Macy's, #AmericanSelfies — **Carat**

As one of America's oldest and most iconic retailers, Macy's supports the spirit of America with their annual July 4th fireworks show held in New York City.

For the last two years, Macy's "American Icons" campaign celebrated the people, places and things we love about America, starting Memorial Day and culminating on Independence Day. During this heightened time of patriotism, Macy's provided a platform for giving back to veterans through the Got Your 6 organization. Got Your 6 believes that veterans are leaders, team builders and problem solvers

who have the unique potential to strengthen communities across the country and works to empower veterans to lead in their communities.

Since Macy's consumers are open to giving back, the



Manulife (International) Limited, Price of Living 2040 — **PHD Hong Kong**

The cost of living in Hong Kong is the second highest in the world. The cost for the same basket of goods has increased a triple over 15 years, but only a double for the median household income. Hong Kong people are too busy struggling for a better living of today, rather than planning for tomorrow.

To reinforce Manulife's image as the Retirement Solutions Expert and grow our business in the retirement insurance market, the company needed to communicate the importance of early retirement planning to Hong Kong people and be their top-of-mind advisor. While most competitors promote their retirement solutions with unaffordable rosy dreams, Manulife rang the bell with the future basic cost of living, which many overlooked. By putting price tags on "future's life" and infusing them into everyday context, the insurer hijacked consumers' routine to make them realize the impact of time on their future living costs. It was an immersive experience that provoked and engaged our target audience when they were off-guard.

Price of Living 2040 has generated huge consumer response. With a strong call-to-action, the audience was directed back to the content hub, RetireSimple.HK, where they could explore retirement solutions or make an appointment online with a financial advisor.



DIGITAL INNOVATION



Mattel and Fisher Price, #Let'sTalkToys — Starcom MediaVest Group

The kid play landscape is evolving. Kids are trading out of traditional analog toys for digital devices, video games and mobile apps—increasingly, at younger ages. Mattel and Fisher Price toys faced tough competition for space on kids' most coveted holiday gift wishlist. Mattel needed to reignite sales with Moms during the most important season of the year - the holiday shopping period.

Mattel found real kids and created an “unboxing” video series for its key holiday toys. A dozen of the season’s hottest Mattel and Fisher-Price toys were given to lucky kids who were videotaped as they took the toys for a spin. These were unscripted, real life awe-inspiring moments of play became the series-- #LetsTalkToys. The series was then developed as a first-to-market, ecommerce innovation through a cross-platform retail video channel on Amazon - the top Mom toy shopping and review site.

#LetsTalkToys delivered over 1.6 Million page visits, nearly 450K video views, 7K likes and 17K comments throughout the 6 weeks it was live. It was quoted as a Top Toy Social Media Campaign for the 2014 holiday period. Best of all, it received unprecedented Return On Ad Spend

McDonald's Restaurants (HK) Limited, A Dim Jack “Hi-Jack” — OMD Hong Kong

In Hong Kong, when it comes to branded content, TV is the most regulated channel. Brand exposure, product name exposure, even the mentioning of taglines was not allowed! Although most brands strive to smartly infuse their communication into TV shows, the subtle yet deliberate product placements usually put off young adults!

When McDonald's re-launched their Dip Dip Sharing Box, despite such high volume base, the brand needed to hit an incremental sales target and incremental guest count. So,

in a Hong Kong media-first, Dim Jack hi-jacked Hong Kong Television Network's blockbuster crime thriller 'Borderline.' Immediately following the show's exciting and hectic chase scene, Dim Jack made a surprise appearance, replicating the same scene. Just when viewers expected the police to pull out a gun, Dim Jack pulled out a box of nuggets, sharing its craveable contents with the actor!

Turning the suspenseful scenes into fun, within just 1 week, in a city of 7 million population, videos of Jack's “Hi-Jacks” successfully generated were

seen already more than 1 million views on YouTube and Facebook combined, and an epic “Hi-Jack” creatively drove sales!



Microsoft, Project— Vertic, Inc.

As Microsoft's products and customers embrace the cloud, their market-leading project management software - also named Project - has a cloud-based version that enables users to manage work and resources effectively and reliably. Microsoft Western Europe needed a campaign site in 12 markets that would help communicate the benefits story of the of cloud-based collaboration-- working from anywhere.

The solution was a non-speech-based video that shows diverse environments and time zones around the world where members of a project team may collaborate together. The video tells the story of an end-to-end project and the ability to execute through cross-devices anywhere in the world. The video, together with 'hot-spots' that deep dive into specific product features, enables a storyline to be woven into the fabric of scenarios where Project is used every day. Given its West European success, the campaign will now roll out in the US.



Naked Juice, Drink Good Do Good — OMD

With one pound of blended fruits and vegetables in every bottle, Naked Juice knows the power a pound of good can do. That's why they teamed with Wholesome Wave - a non-profit dedicated to improving access and affordability of fresh local produce to undeserved urban and rural communities. However with so little known about food deserts, Naked Juice' challenge went beyond just donating produce – it needed to raise awareness of the threat and provide an opportunity for a broad audience to get involved..

To bring the food desert epidemic to life, Naked Juice partnered with Zynga's latest mobile game, Farmville 2: Country Escape. Within the game, Naked hosted the first ever community challenge – asking players to work together to collect 1MM virtual crops to be 'donated' in-game to individuals who don't have access to fresh fruits and vegetables. This virtual food drive mirrored a national promotion Naked was running in the real-world to help underserved communities. The Farmville community responded with overwhelming enthusiasm with nearly 15,700,000 Naked Juice branded kale collected, greatly exceeding the 1MM challenge!



all genres performing live, never-before-heard versions of their own hit songs in the ultimate “backstage” studio: a customized Dodge Durango. In each the artists first discussed what cars have meant in their lives and to their music. Each musician/band promoted each episode in their own social channels first, to give their own fans a first look at the new unique content.

Collectively, the videos averaged a 27% action rate, exceeding our 20% benchmark. All videos resulted in at least a 23% action rate, with one video driving a 41% action rate, the highest of any video Pennzoil has promoted since November 2014.

Samsung, Programmatic Search — Starcom MediaVest Group

Search is an integral step in the customer journey, but in traditional search you can't buy directly based on demo or specific device-level targeting. Samsung is in a highly competitive race to increase market share within the U.S. mobile phone space, so it is challenged to find new ways grow in every media channel. By creating the first-ever programmatic search buy, Samsung met this challenge while simultaneously creating a more tailored messaging experience for in-market mobile phone consumers and exemplifying Samsung's brand promise of innovation.

The approach to SEM will never be the same. In the first three months, Samsung saw click-through rates more than double with a 105% lift relative to non-programmatic search buying. Non-branded impressions per market share also increased by 20%. Plus, lift in engagement suggested those that were clicking on our tailored messaging were users of higher quality.

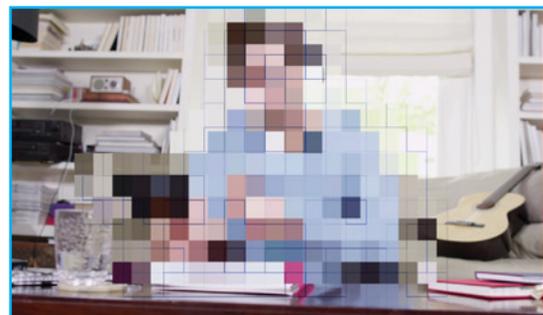


Pennzoil, Backseat Pass MediaCom

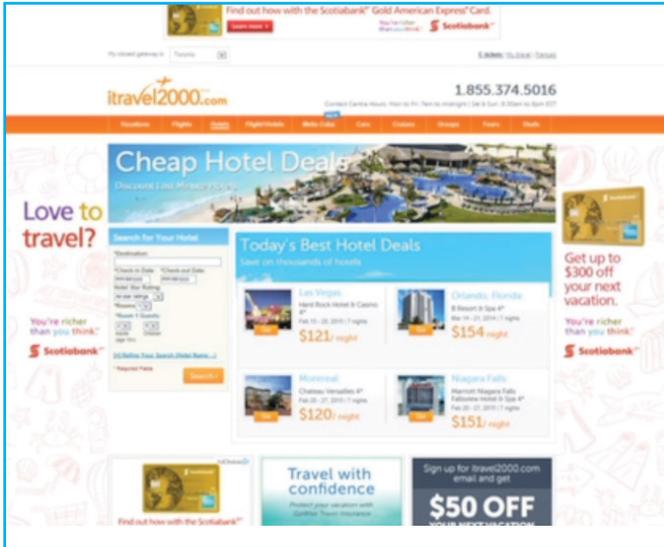
Pennzoil has a history rooted in a passion for cars, driving and music. The challenge and opportunity is to

find fresh ways to leverage music as a conduit that reinforces the brand's performance while helping to reach a younger consumer base, particularly Millennials.

Pennzoil decided to create a special (and shareable) series of original content showcasing musical artists from



DIGITAL INNOVATION



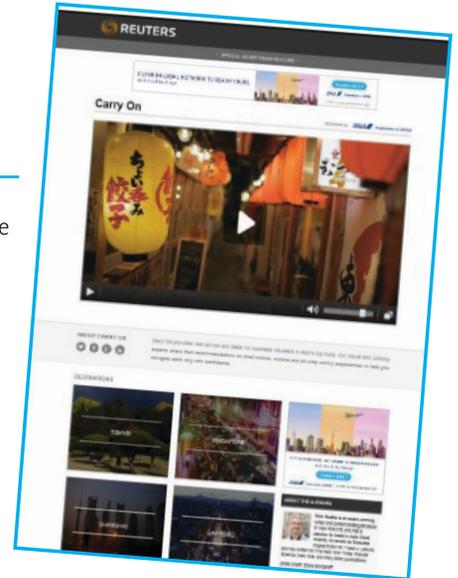
Scotiabank AMEX, iTravel2000.com Integration — PHD Canada

With an overwhelming number of travel rewards credit cards in the market, there is a lot of consumer confusion regarding their points systems and overall usefulness. Scotiabank needed to stand out, and demonstrate the value of its Gold American Express rewards card (SBGAMEX) in order to convert consumers into new card holders.

In an unprecedented partnership, Scotiabank and iTravel2000.com, one of Canada's largest travel websites, combined forces to offer travelers a joint reward program involving an iTravel2000.com voucher and instantly redeemable credit card points from the Scotiabank Gold American Express rewards card. By understanding that consumers were cynical of credit card rewards, Scotiabank made redemption easy for them, and made the real-world benefits immediate. The program drove a 35% increase in new card enrollments.

All Nippon Airways (ANA), Carry On — Reuters

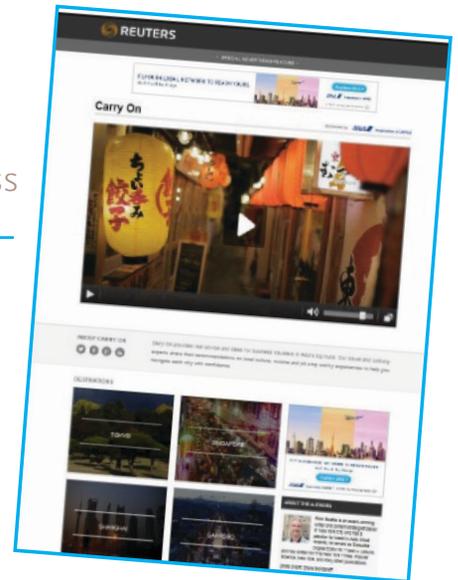
All Nippon Airways (ANA) wanted to increase awareness of their Asian hubs as premier connection points and destinations for frequent US international business travelers. Through Reuters, the Carry On website program brought ten notable Asian cities to life for ANA travelers through helpful articles, informative videos, beautiful photo galleries, and at-a-glance fact boxes with recommendations on the best places to stay, dine and play. Carry On provided real, authentic experiences through the eyes of travel experts, and exemplifies how custom content can help a travel company be seen as a reliable partner who provides customers with enjoyable experiences.



Coca-Cola, #ChaseHappiness — NASCAR

Coca-Cola was looking for a turn-key fan engagement campaign that would organically weave their brand into the overall social media conversation during NASCAR's new Chase Playoff format.

So NASCAR developed #ChaseHappiness, a Twitter-based celebration of both NASCAR drivers and fans doing what makes them happiest both on and off the racetrack. The #ChaseHappiness social conversation resulted in 6.7 million impressions. @CocaColaRacing followers grew 16% and more than 12,000 tweets resulted.





Emirates Airlines, The Destination Dubai — CNN International & Havas

Emirates Airline was interested in activating a campaign that would create an implicit link between the airline and its hub- Dubai. The emphasis was on showcasing Dubai as a city that offers more than just glitz and glamour by highlighting how people from all walks of life experience this city. Dynamic films were shot featuring real conversation with real individuals and well-known personalities-- not simply actors on a screen. The overall Digital and TV campaign yielded strong results—dramatically increasing the “Intention to Visit Dubai.”



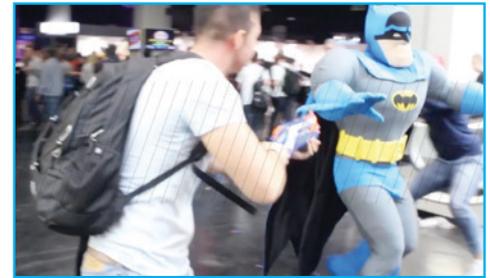
General Motors- Chevrolet), Video in Print —CARAT

To support the launch of the fully redesigned

Chevrolet Colorado and Chevrolet’s entry back into this truck segment, Chevy wanted to go beyond standard premium print units to capture both consumer and press attention. Chevrolet used its bold video assets – which proclaimed “You Know You Want a Truck” – and brought it to life by partnering with Americhip to create the first-ever video-in-print unit used by an automotive brand in the US. Ten thousand subscribers to both Esquire and Popular Mechanics received their May issue with a video player embedded inside the print magazine. Chevrolet’s ground-breaking, bold video-in-print unit helped Colorado achieve the best retail sales month in 8 years. highest of any video Pennzoil has promoted since November 2014.

Hasbro Deutschland GmbH, Nerf@ Gamescom- Reality Beats Digital — OMD Germany

How could Hasbro convince young, digital natives to become enthusiastic about a complete range of non-digital toys? The innovation lies in the physical approach:



combining the best of digital world game play with physical action. By equipping 15 top YouTube stars with

Nerf Blasters at the Gamescom trade fair, Hasbro turned the entire fair into an analogue playground-- proving the strength of real life fun with Nerf. The Gamescom action was recorded and instantly uploaded by the YouTube stars-- boosting the message far beyond the borders of the fair. Hasbro sold over 40% more Nerf Blasters versus the previous year, making Nerf the best performing Hasbro brand in Germany—and one that’s no longer limited to boys!

IBAC, Better Find a Broker — M2M Canada

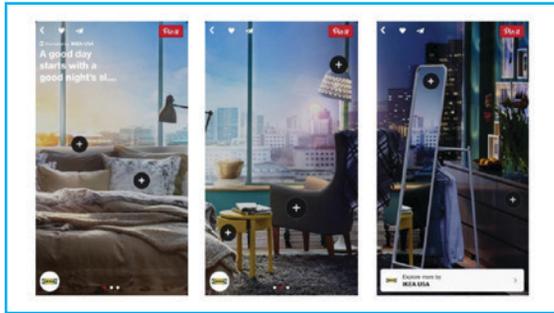
The Insurance Brokers Association of Canada (IBAC) is a national organization that collectively represents over 35,000 insurance brokers across every community. IBAC does not sell insurance or represent insurance companies, but is tasked with being the voice of Canadian insurance brokers, promoting the profession, and building its image of trust, integrity and service among consumers.

To realize this vision, IBAC consolidated its efforts with one partner, AOL, to provide the scale, targeting and editorial breadth needed. Editorial teams helped to both leverage and create relevant content, while IBAC utilized a highly integrated, multi-pronged approach to deliver targeted insurance broker messaging to consumers in key insurance-related life stages-- buying a car, their first home, renovations, starting a family, and so on.

The campaign made the “necessary evil” topic of insurance truly engaging for consumers, and drove awareness & broker education for IBAC.



DIGITAL INNOVATION



IKEA, Pinterest Catalog — MEC

IKEA found a way to utilize an existing asset on a new platform with a forward-thinking interactive approach. The furniture giant was able to take a Pinterest pin and change it from a single panoramic image into a series of swipe-able pins. Users would see a single frame in-feed, but when they expanded they could swipe right to see the rest of the panorama, and click hotspots throughout the image to visit pins of the featured products. The catalog pin drove remarkably increased engagement for IKEA, while it also allowed users to spend more time interacting and exploring IKEA's ideas and products.



One Touch (Johnson & Johnson), Step Up for Life—Initiative MENA

Sometimes serious products deliver serious messages to audiences that don't want to listen. One Touch—J&J's blood glucose meter for monitoring diabetes-- reached audiences in an unexpected way while convincing them to act. The One Touch Step Up For Life campaign used a powerful song by Lebanese pop star Saad Ramadan to encourage people to learn more about managing diabetes. Next audiences were asked to pledge a song to help a loved one fight the disease. A 'Step Up and Sing' talent traversed its way throughout the region on a 30-day tour leading up to World Diabetes Day. Over 2,000 video song pledges were received, which is especially remarkable given the reluctance of many in the Arab culture to post video images of themselves. The campaign also helped deliver business results—including growing sales volume by 14%.

REI- (Recreational Equipment Inc.), REI Introduces Digital Ads that Change with the Seasons — Spark SMG

Specialty outdoor retailer, REI, looked to outsmart the competition by merging technology, data, and customized product creative to deliver relevant messages triggered by weather conditions on smartphones. This means that a woman browsing on a rainy day in Chicago may be shown a red North Face Misses Rain Jacket, while a young man living in Los Angeles, saw REI board shorts and a sun shirt. By combining programmatic buying to identify the right prospects with the ability to vary the creative based on gender, location and real-time weather conditions, the campaign increased responsiveness by 14x.

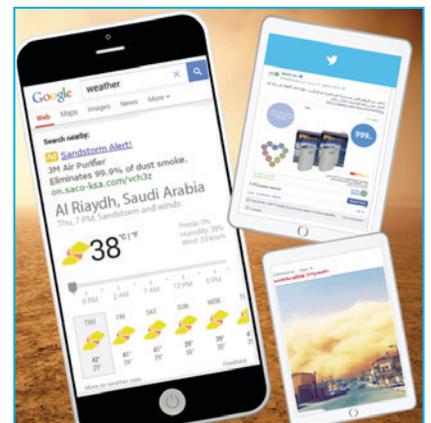


Saco (3M), Breathe the Difference — Initiative MENA

In Saudi Arabia, it's easy to forget that one lives in one of the world's largest deserts as vast urban centers feature tall towers, new buildings and modern homes. Sandstorms continue to be a threat.

3M air filters are designed to remove solid particulates like sand and dust, as well as pollen, mold, and bacteria linked to respiratory health problems.

Saco used the weather forecast and predictions of sandstorms to automatically release product integrations in health-related content from qualified health experts. Parameters for temperature, humidity and pollution levels activated digital and mobile messages indicating how 3M removes 99.99% of dust and smoke.





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DIGITAL SOLUTIONS WINNERS SHINE

Winners in the 7th Annual Internationalist Awards for Innovative Digital Solutions demonstrated how sophisticated content, programmatic usage, and purposeful branding often combined to make for extraordinary results. The Winners Celebration was produced in association with Reuters, BBC, The Guardian and Collective, and in partnership with the ANA (Association of National Advertisers). All photos by Erik Guzowski.

Pictured left to right:

- 1 Duke Fanelli, ANA; Carrie Rossman, J3; Brendan Gaul, UM and Deborah Malone, The Internationalist (Host)
- 2 Presenter Eamonn Store, *The Guardian*; Ody Giroux, Carat Montreal
- 3 Noah Mallin, MEC and Presenter John Toth, Reuters
- 4 Eamonn Store, *The Guardian*; Manos Spanos, PepsiCo
- 5 Virginia Pereira Alvarez, MasterCard; Luke Eid, TBWA/Digital Arts
- 6 Sara Palmieri, Lenovo; Dawn Williamson, BBC
- 7 Mahdi Jaber, Initiative MENA; Presenter Dawn Williamson, BBC & Khaled Naga, Americana Restaurants Kuwait
- 8 Ernesto Hernandez, MEC; Tej Desai, MEC
- 9 John Toth, Reuters; Chris Mittman, Spark SMG
- 10 Eamonn Store, *The Guardian*; Matt York, OMD
- 11 Emmy Scandling, Marriott; Wei Tsay, MEC; Katilyn Bigica, MEC
- 12 Chris Wallace, MediaCom; Rory Camangian, Live Nation
- 13 Andrew Doherty, Zooppa; Dawn Williamson, BBC
- 14 Eamonn Store, *The Guardian*; Scott Schwartz, PHD
- 15 Duncan James, Carat; Deborah Malone, The Internationalist
- 16 Robert Hunt, Starcom MediaVest Group; Dawn Williamson, BBC
- 17 Olga Osminkina-Jones, Evian; Ryan Persaud, Carat
- 18 Paul Paterson, PHD Canada; Dawn Williamson, BBC
- 19 Eamonn Store, *The Guardian*; Missy Walker, Strayer University



INNOVATORS CELEBRATE!

The Internationalist honors Innovators past and present to celebrate its annual list of AGENCY INNOVATORS. The 2015 roster includes an extraordinary group of 30 individuals from all corners of the globe who are embracing change and making a difference for their agencies and for their clients.

Pictured left to right:

- 1 Eka Ruola, hasan & partners (2015 Innovator); Barry Wacksman, RG/A (2015 Innovator)
- 2 Amanda Crowley, Carat; Chase Altenbern, Collective; Veronica Gutierrez, Collective
- 3 Vik Kathuria, Oracle (2013 Innovator when at MediaCom); Katie Jamieson, Oracle
- 4 Ed Gorman, Carat (2015 Innovator); Mark Stewart, Town Square Media (2006 Innovator when at OMD)
- 5 Jonathan Schaaf, OMD (2015 Innovator) and Megan Schaaf
- 6 Rob Griffin, Havas (2015 Innovator); Mary Redondo, Havas Sports & Entertainment (2015 Innovator)
- 7 **2015 Innovators Celebrate!** Kneeling in front: Eilenn Kiernan, J3; Eka Ruola, hasan & partners. Standing: Brendan Gaul, UM; Tej Desai, MEC; Shenan Reed, MEC; Shannon Pruitt, The Story Lab; Ed Gorman, Carat; Caitlin Bergmann, MediaCom; Joe Warren, MediaCom (2006 Innovator), Wolfgang Schaefer, SelectNY; Heather Dawson, Mindshare CanadaUnibanco (Latin America 50)

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