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ABOUT THE INTERNATIONALIST

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



The Acceleration of Change and the Roles of Math & Magic

While the 20th Century was focused on creating advertising that was memorable, the 21st Century is driven to ensure that all marketing is measurable. Brands today face the challenges and opportunities of a digital age, and with it, a greatly changed consumer.

Legacy brands are embracing data to forge more personalized connections with

customers through experiences and storytelling, while disruptors and direct-to-consumer brands are using speed and scale to forgo established retail means to find new routes to success and commerce. In this issue, IAB Chief Executive Officer Randall Rothenberg shares how the growth in our consumer economy is shifting to "Direct Brands."

A study from the John M. Olin School of Business at Washington University estimates that 40% of today's Fortune 500 companies will no longer exist in 10 years. (Already, 90% of Fortune 500 companies have disappeared since 1955—but that's over the course of 60+ years—not a mere decade.) How do today's brands ensure that they'll be serving customer needs tomorrow?

Some answers come from trends found among the winning case studies from around the world presented at the 10th Annual Internationalist Awards for Innovation in Media. They include:

Enhanced customer experience is at the heart of successful work today.

The value of Content and new approaches to Content Marketing are clear priorities.

With one-to-one marketing as a more achievable goal through technology, more brands are not only forging personal connections but making commitments to customers' personal values.

Digital innovation continues to drive new low-budget strategies or no-budget strategies.

Big Data is a big deal in every aspect of media targeting and marketing strategy in both B2B and B2C programs.

Programmatic is demonstrating a new sophistication, especially when combined with a vast array of precisely-targeted content.

Connecting with customers' passions is becoming a critical factor in brand loyalty.

A Seriousness of Purpose comes through in today's marketing, as does the notion of responsibility and giving back.

Yet, key leaders still focus on creating magic. Kristi Argyilan, Target's Senior Vice President of Media, Guest Engagement and Measurement, talks about the math and magic of marketing. She adds that she learned quickly how the math informs the magic. Data, particularly first-party data, is crucial to achieving relevance and results. However, Canvas' Paul Woolmington asserts that the magical will always outshine the logical.

We invite you to read all views and perspectives at this fascinating juncture within marketing.

Deb Malone Founder

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20 Inspiring Marketers of the First 20 Years of the 21st Century

Introduction

The start of a new decade marks a time to look back briefly as we also look ahead. Given **The Internationalist**'s mission of celebrating people and ideas, this January 2020 we highlight 20 *Inspiring Marketers of the First 20 Years of the 21st Century.*

While these twenty individuals share a rich legacy of accomplishments, they continue to be future-driven. They have shaped industry thinking, evolved standards and essentially reinvented marketing as we now know it. And they continue to shake up the industry as the disruptors and voices calling for change.

Many have served their companies for decades—ignoring statistics that measure the tenure of marketing leaders in intervals of months, rather than years. Perhaps creativity, innovation and success come with longevity. Most are well-known; however, their wealth of achievements may be new to some. Others are perhaps less familiar, but all are inspirational as they reshape our industry today and tomorrow.

This is not a ranking. It is an acknowledgement of those individuals who keep daring, innovating and motivating us all. They define the essence of genuine leadership—particularly as our business experiences great change. While 200 words barely express their accomplishments, we'll expand their stories in our book series on *The Reinvention of Marketing*.

At this major milestone, **The Internationalist** is honored to acknowledge those who created positive change, so they continue to inspire us as we all move forward.

Fernando Machado



Global Chief Marketing Office Burger King

Fernando Machado's hallmark is an intense passion for brands and advertising. With his keen sense of understanding societal issues and embracing contemporary culture, he manages to create breakthroughs for brands in such a way that people don't feel his messages are advertising. He was named an *Internationalist of the* Year for Dove's Real Beauty Sketches campaign, which became one of the most viewed online brand films in history and generated 4.7 billion global media impressions in public relations. Not only did Real Beauty Sketches literally clean up at Cannes with 19 Lions, including the Titanium Grand Prix, but it led 170 million people to reassess how they perceive their own beauty. His work at Burger King is the true stuff of legend—witty, unconventional, unexpected and consistently award-winning. A native of Brazil, he just may be the most-awarded marketer on the planet. However, we have a feeling there will be many more accolades to come as he continues to redefine advertising with new and highly relevant approaches to creativity.

...witty, unconventional, unexpected and consistently award-winning

Andrea Brimmer



Chief Marketing and Public Relations Officer Ally

Ask **Andrea Brimmer** about her role at Ally, and she'll answer, "The customer is at the core of who we are and everything we do." While she calls her marketing process the "art and science of building a deep emotional connection," she admits to being "laser-focused" on what customers want, as well as building the right relationship between customers and the brand. "As marketers," she emphasizes, "our job is to make people care." She joined Ally, now a top 25 digital financial services company, at the height of the financial crisis when the company faced intense challenges. Under her direction, Ally emerged with a strong reputation as a "different" kind of financial services company, relentlessly focused on solving pain points that traditional institutions set forth. As a digital bank that truly obsesses over its customers, Ally also found a way to thank many of them on a very personal level by creating a new "Banksgiving" holiday during Ally's Giving Back Month. Ally granted wishes big and small- from \$25 gift cards to \$55,000 to help a customer who helps others. Despite its growth, Andrea Brimmer continues to ensure that Ally remains centered around customers and their financial well-being.

"...our job is to make people care."

Marc Pritchard



Chief Brand Officer Procter & Gamble

While **Marc Pritchard** was named an "Industry Legend" in 2019 by the Advertising Club of New York, he clearly understands the practical realities of leadership as the top brand executive for the world's largest advertiser and the Chairman of the Board of Directors for ANA, the world's largest and most significant marketing association. He is fearless about addressing how the marketing industry must improve in a myriad of areas—ranging from digital accountability, transparency, and managing media waste to balancing the need for strong in-house resources, while nurturing and respecting agency talent from a variety of competing shops. Most notably, though, is how he never tires of big picture inspiration, while also taking commensurate action to bring new standards to life for P&G brands. "Marketing is in a state of disruption, and people expect more from brands and companies," he says. "Brands really have the opportunity and responsibility to step up and do good for society. To do so is also good for business." He has proven the truth of this message as Marc Pritchard has helped P&G deliver the best topline growth in a decade. And, yes, he's an inspiration for good and for growth.

"Marketing is in a state of disruption..."

Marisa Thalberg



Chief Brand and Marketing Officer Lowe's

Anyone who has spoken with **Marisa Thalberg** immediately recognizes her passion for branding and the role it plays in contemporary culture. An intelligent woman with a wry sense of humor, she has been named a brand genius, built an organization for executive moms while managing her day job and family, and is clearly someone who can operate on all cylinders. While some in the industry thought her transition from the glamour of beauty marketing as the head of corporate digital and integrated marketing worldwide for The Estée Lauder Companies to the retail whirl of QSR as Chief Marketing Officer of Yum! Brands' Taco Bell was a stretch, she proved them wrong by taking the chain and companion Bell hotel to new heights, akin to cult status. She has now transitioned again to the world of Home Improvement as Chief Brand & Marketing Officer of Lowe's. She demonstrates that anything is possible and believes, "A good marketer takes lessons from everywhere; a great marketer carefully studies successes, then understands how to reinvent them with greater contemporary relevance." Marisa Thalberg never stops being a great marketer.

"...anything is possible..."

Raja Rajamannar



Chief Marketing and Communications Officer

Mastercard

Raja Rajamannar clearly recognizes the complexity of marketing today, but also wants to guarantee its essentiality in the future. He often speaks of "elevating the stature and gravitas of marketing" and believes that marketers must "redefine their roles in an era of technology and data, so that we can be a business driver. We must show that business cannot work without marketing." Of course, he is well known for evolving Mastercard's iconic *Priceless* campaign into the realm of experience, while boldly moving to become a "symbol brand" with a logo that simply displays iconic interlocking red and yellow circles. He's launched a new sonic brand identity platform to ensure that a Mastercard melody continues the brand's seamless familiarity around the world, while also formulating the "taste" of the company in macaron form. Perhaps most significant was his move 7 years ago to "bake purpose into the core of all we do" through Mastercard's partnership with Stand Up to Cancer. Not only is Mastercard now the single largest corporate contributor to the organization, but Raja Rajamannar has proven that a purpose-driven business will grow faster when "a company incorporates purpose within the business—not outside of it."

"...purpose within the business not outside of it."

Dennis Maloney



Chief Digital Officer Domino's Pizza

Dennis Maloney is responsible for leading the transformation of Domino's Pizza into a world class digital company through a mindset of constant improvement, particularly in the "under-valued" parts of customer experience. In the last ten years, he has championed a fully integrated virtual voice assistant into the Domino's app, a true Twitter-ordering capability and the use of emojis to trigger an order, an app that places an order upon launch—with no additional clicks required. Other innovations include pizza-delivery drones in New Zealand, augmented reality billboards that accept orders in the UK, a fleet of 150 cars equipped with space for 80 pizzas, a warming station, and a driver, as well as a test with Ford on autonomous vehicles for pizza delivery. According to Dennis Maloney, Domino's is "a brand in progress." By that he means the company is never finished with its digital transformation and is continually experimenting to improve the pizza experience. His diverse background has played a critical role in his thinking—including marketing experience from Procter and Gamble, branding experience from The Coca-Cola Company and a strong technical engineering background from the US Naval Academy where he served as a Navy submarine officer and an instructor of systems engineering.

"...a brand in progress."

Norman de Greve



Chief Marketing Officer CVS Health

Many are familiar with CVS Health's extraordinary 2014 move to end the sale of tobacco products in all stores. This decision was not due to public pressure, but because company leaders believed that tobacco did not align with CVS Health's brand purpose of helping people on their path to better health. The retailer quickly followed with a national smoking cessation program in which 250,000 people participated, created an app to assist consumers in managing their medications, expanded healthy food options in stores, and provided insights about health-related issues on its website. Yet, **Norman de Greve** has not stopped in his pursuit of making CVS customers feel better. He is concerned by research that affirms how most women feel worse about themselves after seeing a beauty ad featuring digitally altered images of women. He has now initiated a defense against unrealistic beauty standards through its Beauty Mark initiative, and is working closely with every brand in CVS to assess their images in store, online, in social media feeds, and in ad materials by applying a "Beauty Unaltered" watermark to those brands that have not been substantially retouched and a "Digitally Altered" label to those that have. He emphasizes, "The idea that consumers are buying from purpose-driven companies is real."

"The idea that consumers are buying from purpose-driven companies is real."

Paul Rogers



Chief Strategy Officer AS Roma (Associazione Sportiva Roma)

Italian professional soccer club AS Roma is known for its innovative social media campaigns filled with humor and pop culture references, thanks to **Paul Rogers** who, over two decades, has revolutionized how football clubs communicate online by acknowledging the power of the connected fan. Roma's digital brand marketing is especially memorable when the club announces new player signings. This summer, AS Roma surprised the world when they featured their player announcements alongside missing children videos. Paul Rogers had the idea when hearing the story of rock band Soul Asylum, whose video for their early 1990s hit Runaway Train also featured missing children. He believed Roma's large social media presence empowered the club to take on something meaningful. He highlighted 109 missing child cases in 72 videos across 12 countries. Amazingly, five children featured in the Roma videos were found-- two from Kenya, two girls from London and a boy from Belgium. Paul Rogers tweeted on New Year's Eve, "2019 was a very special year for me professionally and I'm incredibly proud of how we transformed our approach and utilized our platforms at AS Roma for greater good." He added, "We need to ensure that regardless of whether we win, lose or draw on the pitch, we behave and represent the club in a way that makes AS Roma fans around the world proud."

"I'm incredibly proud of how we transformed our approach and utilized our platforms at AS Roma for greater good."

Cindy Goh



Group VP of Marketing & Founding CMO *Grah*

In 2013, **Cheryl Goh** was part of the founding team at Grab, the Southeast Asia ridesharing company, when it was known as My Teksi in Malaysia. Today, Grab Holdings, Inc. is based in Singapore and offers food delivery and digital payment services via its mobile app, in addition to transportation. With operations in Indonesia, the Philippines, Vietnam, Thailand, Myanmar, Cambodia and Japan, as well as Singapore and Malaysia, Grab has become the region's first "decacorn"—a startup with a valuation of over US\$10 billion. Cheryl Goh continues to drive all marketing efforts across the region but has transitioned from being the organization's sole marketer to having a team of 500+ throughout Southeast Asia that also focuses on data, analytics and demand growth. Through her efforts, Grab now has over 36 million users and ambitions to become a "super app." An advocate for the welfare of driver-partners and an activist in allowing disabled individuals to drive, Cheryl Goh and her team have evolved the app to support deaf drivers and introduced a *Grab for* Good campaign that shares true, personal stories of how the app has empowered people in Southeast Asia.

"An advocate for the welfare of driver-partners..."

Brady Brewer



SVP Digital Customer Experience Starbucks

Brady Brewer's extraordinary global career with Starbucks started almost two decades when he joined the company as a marketing manager. Forget statistics that measure the tenure of marketing leaders in intervals of months, he underscores how creativity, innovation and success come with longevity. He has helped to define the modern Starbucks Experience, elevate the brand and drive rapid sales growth. His roles and geographies demonstrate a process of brand experience that few achieve. He recently served as Chief Operating Officer for Starbucks Japan, one of company's largest markets. His prior assignment was SVP Marketing and Product for Starbucks China and Asia Pacific region, which stretched from Shanghai to Seoul, Mumbai to Melbourne, Tokyo to Thailand and everywhere in between. A true citizen of the world, he is also a certified Starbucks Coffee Master, which has taken him to remote coffee farms of Costa Rica and Sumatra—leaving him with a deep appreciation of Starbucks' sustainable values for the future of coffee farming communities. Today, in his new digital role, he'll continue to ensure that the Starbucks customer experience is as exciting as it is effortless.

"...a deep appreciation of Starbucks' sustainable values for the future of coffee farming communities."

Morten Albaek



CEO and Founder Voluntas

Morten Albæk is a well-known philosopher and business personality in his native Denmark and increasingly the world, as he manages to be both an idealist and pragmatist who is unabashedly outspoken, often controversial, but always devoted to addressing the value and purpose of marketing and how it ties to his new definition of meaningfulness. Named an Internationalist of the Year when he served as CMO of the world's largest renewable energy company, Vestas Wind Systems, he developed WindMade, the world's first global consumer label and the first consumer label to be endorsed by the UN identifying products produced with wind energy and launched Wind for Prosperity, a campaign for a business model bringing affordable and reliable electricity to rural, energy poor but wind rich populations. He has carried his vision forward to become CEO of Voluntas, the world's first Advisory firm to systematically measure and consult on meaningfulness, and how you create meaningful organizations and brands. He is also the best-selling author of One Life: How we forgot to live meaningful lives to debut in the US this spring. His personal energy never lags as he continues to rewrite the rules of business for a world that can aspire to what he aptly terms, "humanistic capitalism."

"...humanistic capitalism."

Aline Santos



EVP Global Marketing & Chief Diversity and Inclusion Officer
Unilever

As Anglo-Dutch giant Unilever turns 90 and celebrates #90YearsOfDoingGood, **Aline Santos** will continue to champion the company's values and clear sense of purpose. A passionate believer in advertising as both an agent of change and a force for good, she is exactly the right person to continue Keith Weed's legacy and bring to life Alan Jope's mission that all brands under the vast Unilever umbrella must be imbued with a strong and relevant purpose. Calling herself a "born activist," she has driven the company's "Unstereotype" Alliance with UN Women and has now launched the Unstereotype Metric, a tool to help advertisers distinguish between progressive and regressive gender portrayals. She believes in putting people front and center in all her work to add real value to their lives. She was part of the "Dove Campaign -Real Beauty" in the 90's and the "Dirt is Good" campaign with OMO in the past 10 years and admits that both helped to shape her career and her thinking. She is also responsible for the Unilever Foundry, a collaborative innovation platform which connects Unilever brands with startups. Aline Santos joined Unilever Brazil in 1989, as a marketing trainee and never turned back!

"...advertising as both an agent of change and a force for good."

Chris Caposella



CMO & EVP, Marketing and Consumer Business

Microsoft

Chris Capossela's interest in technology began as a boy when he wrote a reservation system for his family's small Italian restaurant in Boston using dBase for DOS on an early IBM PC. He went on to study computer science and economics at Harvard, and upon graduation joined Microsoft as a marketing manager. His roles were many: a two-year assignment as Speech Assistant to Bill Gates, a relocation to Paris to lead business operations for Microsoft's EMEA region, a return to Redmond to assume leadership of Microsoft Project and then the Microsoft Office Division. In 2014, CEO Satya Nadella promoted him to CMO to oversee marketing across consumer and commercial audiences for all Microsoft services and products. Yet, one of his biggest contributions may be his role in helping Microsoft transform its business from a "know it all" culture to an aspirational "learn it all" culture. He admits that customers often ask what Microsoft really stands for... and he now recognizes this is an interest in "purpose over product." His answer lies in what young tech enthusiasts tell him when they come to work for Microsoft—many as idealistic as the boy who created a restaurant reservation system for his family. They believe Microsoft stands for a better future—even better than the one the company has already built. And after 29 years, Chris Capossela is reenergized to see that through.

"...Microsoft stands for a better future."

Marcel Marcondes



US Chief Marketing Officer Anheuser-Busch

Marcel Marcondes leads marketing strategy for a broad portfolio of some of the world's largest beer brands - Budweiser, Bud Light, Michelob ULTRA, Stella Artois—and is responsible for a transformation within the marketing organization. A native of Brazil and a 14-year veteran of ABInBev, he has spent his career at the company connecting its beers to people and culture to drive growth. He remarked at the 2019 ANA Masters of Marketing: "As marketers, we have to evolve big time; we have to understand that consumers are people and understand them in a much deeper way They won't pay attention to us, unless we pay attention to them." For Anheuser-Busch, that tactic is synonymous with the company becoming a "real people first organization," a sweeping change in marketing mindset that humanizes brands through profound understandings of audiences, including their needs and wants, in addition to being in tune with cultural relevance and societal issues. By applying this people-first approach to insights, innovation and consumer connections, he has ensured that Anheuser-Busch has many of the fastest growing brands in the industry. Since 2018, the company has driven more than 50% of all the innovation volume in the beer category.

"...real people first organization..."

Jen Sey



Senior Vice President & Chief Marketing Officer Levi Strauss & Co.

It's not easy keeping an iconic brand relevant, but Levi's® has managed to balance legacy and innovation with classic American style, and **Jen Sey** has championed these brand values for more than two decades through a variety of leadership positions within the Marketing, Strategy and Ecommerce teams. She continues to ensure that so celebrated a name maintains its cultural impact; after all, the brand is synonymous with rebels, new thinkers and the common man—from devotees like Marlon Brando to Albert Einstein to just about every teenager worldwide. Her initiatives have been many-- from "A Style for Every Story" and a film integration with "The Sisterhood of the Traveling Pants" to recently championing a campaign to encourage younger consumers to vote and a new focus on the brand's sustainability efforts. Perhaps her intense dedication is influenced by her early life in gymnastics. She won the US National Gymnastics Championship title in 1986, less than one year after having suffered a devastating injury. Her 2008 memoir, "Chalked Up," details her triumphs and struggles within the world of competitive gymnastics. She continues to be a leading voice for athlete advocacy. And while Levi Strauss & Co. is as relevant today as ever, we know that Jen Sey is always looking ahead.

"...a leading voice for athlete advocacy."

Craig Dubitsky



"Friendly Founder"
Hello Products

Craig Dubitsky is obsessed with design, transformational brands, and making products that elevate the every day. Always ahead of his time, his upbeat wisdom is as refreshing as it is inspiring. Hello is the "naturally friendly" oral care company whose products are vegan, never tested on animals, and are generating joy in a category, that he insists, "has been marketed through fear and shame—if you're not whitening, you're frightening." Ingredients, though, are just one part of Hello's success. "Anyone can create a brand that's naturally sourced. Consumers want brands that stir them emotionally. Functional is table stakes today; brands need to truly connect with their consumers and absolutely deliver all they promise. If a product isn't thoughtful, authentic to its ethos, compassionate and honest, people can tell it's not genuine or it's working too hard to retrofit to these times. You simply can't knock off soul." While some have characterized Hello as a category disruptor, Craig Dubitsky would disagree. "Our brands are designed to delight; we're not trying to disrupt. I respect the giants of the industry; they're so admirable on many levels." And, Craig, so are you.

"Our brands are designed to delight..."

Diego Scotti



Executive Vice President & Chief Marketing Officer *Verizon*

At Verizon, **Diego Scotti** leads the brand's marketing efforts, and is responsible for linking the innovations of the company's product team to the customer-focused operations of the business units to build the Verizon global brand, create consumer awareness and advocacy, and drive customer preference for the brand through all channels, every day. He is an advocate for many industry issues. A champion for diversity in marketing, he believes that "workforces need to reflect the customers they serve." He is also outspoken about creativity. At the 2019 Cannes Ad Festival, he said: "Advertisers must be more creative, or we will not have a business. People now have the choice of paying more for a non-advertising medium and experience. It puts so much more pressure on us to figure out how we engage with those consumers. You have to have a sense of how someone is going to consume your message-- otherwise we are just polluting." A native of Argentina, he previously served as the chief marketing officer of J. Crew, oversaw 20 print and digital media brands at Conde Nast Publications and worked as the head of global advertising and brand management at American Express.

"...workforces need to reflect the customers they serve."

Deborah Yeh



SVP of Marketing & Brand Sephora

During her seven plus years at Sephora, **Deborah Yeh** has been instrumental in maintaining the company's stature as one of the world's most successful and innovative specialty beauty retailers at a time when retail is facing tremendous challenges. With a focus on making shopping as experiential and engaging as possible, she has championed an app with augmented reality capabilities that allows users to literally "try on" cosmetics. Sephora is also using its face-scanning technology to help shoppers find products that match their skin tone. The retailer has had great success with live social events with cosmetics brand founders. Under Deborah Yeh's direction, Sephora has become of the definition of "experiential retail" by giving consumers a hands-on role in the shopping experience, including trying before buying. She adds, "The lady at the counter has been replaced by hundreds of people on YouTube. There are more voices. And we are trying to cut through the confusion." Deborah Yeh joined Sephora in 2012, after working with several iconic retail brands. She spent four years leading the marketing strategy and brand management teams for Old Navy and spent the prior four years as a founding member of the Target.com marketing planning team where she tested numerous digital marketing strategies. She is a Harvard graduate.

"...giving consumers a hands-on role in the shopping experience, including trying before buying."

Christian Lemkau



CEO
JPMorgan Chase & Company,
Wealth Division

Kristin Lemkau has demonstrated that a smart, daring and influential CMO can indeed rise to a CEO role as marketing understanding today becomes more essential to overall business leadership. With more than 20 years as a marketer at JPMorgan Chase, she has been fearless about tackling issues of brand safety and ad fraud—not only by dramatically cutting the number of websites used for ad messages, but by proactively encouraging her team to develop its own YouTube algorithm, so the bank's ads do not appear adjacent to compromising content. An advocate of innovating through technology, she is expanding the company's use of AI to power optimized digital ads. Plus, she has focused on creating less interruptive advertising through the company's branded content interview series called *Kneading* Dough that features professional athletes talking about their careers and what they do with their finances. She is also proud to be a champion for women's empowerment, particularly in the struggle to balance motherhood and career, as exemplified by JPMorgan Chase's recent #ThisMama campaign, featuring Serena Williams.

"An advocate of innovating through technology..."

Eric Liedtke



Global Chief Marketing Officer & Executive Board Member adidas

In 2020, after 25 with adidas, the truly inspirational Eric Liedtke, is stepping down. However, we would be remiss to omit him from this list as his ideas and accomplishments have not only reshaped marketing but now contribute to solving the challenge of ocean plastic. His responsibilities have spanned design and innovation to brand management, as well as digital and e-commerce. He's led adidas' evolution from a sports brand to a lifestyle brand that's on the cutting edge of technology-- all while creating dynamic growth for the company. He's pioneered the brand's open-source collaborations with the likes of Kanye West, Pharrell, and Beyoncé. Most exciting, though, is his focus on sustainability with a commitment to producing all adidas products from recycled ocean plastic by 2024 with the help of non-profit Parley for the Oceans. This journey began with 7,000 pairs limited edition sneakers, each containing the equivalent of 11 plastic bottles of waste. Selling out instantly, the shoes represented a technological and design breakthrough. He says, "At the heart of our brand is the belief that through sport, we have the power to change lives and inspire action." Perhaps it's true that the world's biggest problems are the world's biggest business opportunities. Let's hope so.

"...the shoes represented a technological and design breakthrough."

Marketers *Reshaping* the Future of Marketing

ANA's Ken Beaulieu Discusses the B2B Purpose Paradox

The Internationalist Trendsetters is written by Deborah Malone, founder of The Internationalist.



ANA's Ken Beaulieu

Ask Ken Beaulieu about purpose, and his reply is immediate: "Defining a brand's reason to exist beyond profit is not an exercise to take lightly, nor does purpose manifest itself in a half-hour team meeting over coffee and donuts. It requires serious introspection, discussion, and debate — often over several months or more — and must be driven by the C-suite."

Ken Beaulieu is Senior Vice President of Marketing and Communications for the ANA and leads its Center for Brand Purpose, which is in Partnership with the ANA Non-Profit Federation and supported by The Internationalist. He adds, "If a brand's purpose is not carefully defined, deeply rooted, and authentic, and if it does not hit home with employees and customers, it has about as much a chance to succeed as a new product launch without marketing."

Interestingly, ANA's Center for Brand Purpose released a new report this week entitled <u>The B2B Purpose Paradox</u>, a collaborative effort conducted by the ANA, the Harris Poll, and Carol Cone ON PURPOSE.

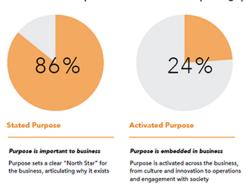
"At their core," say Beaulieu,
"B2B companies overwhelmingly believe it is essential to
bring a sense of purpose to
their organizations. Unfortunately, most lack the critical
knowledge and capabilities
necessary to activate successful
purpose-oriented initiatives."

The study revealed that 86 percent of B2B companies embrace purpose as important to growth, but they are still on the path to implementing purpose so that it influences business and social outcomes. However, only 24 percent said purpose is embedded in their business to the point of influencing innovation, operations, and their engagement with society.



This is the "B2B Purpose Paradox."

The Stated Purpose vs. Activated Purpose gap



"Purpose has clearly become an integral growth strategy for companies, which is why the ANA created the Center for Brand Purpose last year," said ANA CEO Bob Liodice. "This report shows that the fundamental strategic business challenge is to activate purpose programs that permeate the entire organization and effectively reach their customer communities."

Ken Beaulieu also outlined that the slow adoption of fully integrated purpose was attributed to several factors according to the report:

- Purpose felt more like a PR exercise than an authentic activation - 56%
- Purpose didn't play a role within the company's competitive set-51%
- The company lacked the

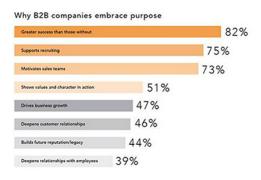
capability to adopt and activate purpose- 50%

 There wasn't a way to measure the impact of purpose- 28%

Yet, as it true with any paradox or seemingly self-contradictory logic, the report revealed overwhelming support of the role of purpose in B2B organizations:

- 82% believe there is greater success among purposeful companies
- 75% say purpose supports recruiting
- 73% believe it motivates sales teams

To download the study and learn more about The Center for Brand Purpose, click here. https://www.ana.net/brand-purpo



Key Takeaways from the Research:

- B2B companies are increasingly embracing purpose as a driver of business growth, contrary to the common belief that they lag behind B2C counterparts.
- Hybrid B2B/B2C companies (those that serve both consumers and other businesses) are more effectively integrating purpose than companies that sell exclusively to businesses.
- The majority of B2B purchasing decision-makers choose to source from companies with a wellarticulated purpose and are willing to pay more for their products and services.
- Business growth is one of the most important reasons to embrace purpose, yet purpose is not as effective in opening doors to new customers or generating leads.
- The C-suite drives purpose strategy, while HR and corporate planning functions are responsible for implementation.
- The financial services and insurance and professional services sectors lead in purpose, while manufacturing and telecommunications lag among five industries surveyed.
- B2B professionals say their company does well in identifying and communicating purpose, but they don't feel they are having a significant impact on society.

Hiscox' Russ Findlay Looks at the Math and Magic of Marketing

Russ Findlay, Chief Marketing Officer of international specialist insurer Hiscox USA, believes that today's business world, with its constant stream of information and its terabytes of data, has fundamentally

changed marketing, and essentially blurred what marketers once described as business-to-business and business-to-consumer disciplines.

And while he understands that a focus on data, numbers and performance marketing has permeated our profession and is directly tied to the future of the business, he also emphasizes that brand





Russ Findlay

storytelling is "where the magic is" for all marketers.

He adds, "There's no question that you have to be good at numbers to be a strong 21st century marketer; however, one can't undervalue the necessity of great storytelling to unlock a brand's potential. While we all must drive results and efficiencies, we also need to consider how we motivate people or meet unmet consumer needs. Research shows that messages delivered as stories can be up to 22 times more memorable than just facts. We are hard wired to fill in the blanks whenever we encounter a void. Humans are always assessing facts and recognizing patterns, but stories, like missing pieces of a puzzle, help us create order and make sense of the world. Highly effective brands understand that storytelling underscores why their products matter and how they relate to our lives."

Research shows that messages delivered as stories can be up to 22 times more memorable than just facts.

Russ Findlay has also recently taken on the role of Chair for ANA's Brand Management Committee which provides a forum for members on brand strategy and development, while advancing the discussion on "what great work looks like." He will

also host the upcoming ANA

Brand Masters Conference with
the theme of "Highly Effective
Brands that Drive Results" on
March 4 – 6 at the Hyatt Regency
Scottsdale Resort & Spa at Gainey Ranch, Scottsdale, Arizona.

"I'm excited about Brand Masters because it features CMOs and marketing leaders from both B-to-B and B-to-C companies who will share their inspirational approaches to results-driven brand marketing. I've always straddled B-to-B and B-to-C in my career—from my early days at Unilever where we sold through wholesalers and distributors to IHOP with its franchisees to Pepsi and its bottler network. Even today at Hiscox, we provide professional liability, property and specialty insurance to businesses through wholesale brokers, yet we also sell insurance directly to small business owners.

Many young marketers often gravitate to well-known B-to-C companies with large media budgets. However, I often tell them that branding in B-to-B is even more essential as the risks to the end purchaser are higher. If you buy a \$2 food item and don't like it, you're out \$2. However, if you buy the wrong piece of equipment or technology, the damage to your brand can be significant. B-to-B is much higher stakes, but I'd argue that the competency is just as good if not better than B-to-C."



Some of the topics and speakers that Russ Findlay will be hosting at **ANA Brand Masters Conference** include:

- HOW TO TRANSFORM YOUR COMPANY by Brad Hiranaga, Chief Brand Officer of General Mills
- BRAND STORYTELLING IN THE AGE OF AI by Manos Spanos, SVP/CMO Brand Marketing -Yogurt BU at Danone North America
- THE BOSTON BEER COMPANY LEARNS AND ADJUSTS TO DRIVE GROWTH By Lesya Lysyj, Chief Marketing Officer of The Boston Beer Company
- THE POWER OF PEOPLE IN A VIRTUAL WORLD by Victoria Keese Morrissey, Global Marketing & Brand Director for Caterpillar, Inc.
- REVIVING HUMAN CONNECTION IN THE AGE

OF DIGITAL DOMINATION by Vinoo Vijay, Chief Marketing Officer at H&R Block

- MASTERCARD: "22 YEARS
 OF PRICELESS" by Raja
 Rajamannar, Chief Marketing
 & Communications Officer and
 President Healthcare Business
 for Mastercard
- ADAPT OR BE IGNORED
 by Janna Reddig, Director,
 Global Integrated Marketing
 Communications at Beam
 Suntory
- MEME TO DREAM by <u>Terence</u>
 <u>Reilly</u>, Chief Marketing Officer of
 Crocs

Russell Findlay is a 25-year marketing veteran. He joined Hiscox at the end of 2013, following marketing roles at Pepsico, Unilever, IHOP and Major League Soccer. No doubt, his extensive background contributed to this fresh approach for Hiscox

and its ability to disrupt an entire global business category.

In fact, Russ Findlay and Hiscox have been making headlines and winning awards for challenging insurance convention by bringing a new brand positioning to life with the memorable tagline Encourage Courage. The dramatic business-to-consumer campaign highlights entrepreneurial apprehension about successful growth, and features men and women who took chances to open and expand their own businesses. It is built on the insight that nothing great can happen without risk. According to Russ Findlay, "Insurance advertising talks about minimizing risk, not embracing it. Instead of fearing risk, we should fear not taking it."

He was named an **Internationalist** of the **Year 2014** for his work with Hiscox.

Rob Rakowitz Outlines at Davos New Actions from the Global Alliance for Responsible Media



Rob Rakowitz and Stephan Loerke of the WFA at Davos debuting GARM as a Lighthouse Project by The World Economic Forum.

As appealing as it may be for brands to increase their online reach in a world with 1.2 zettabytes per year of internet traffic, digital advertising can sometimes go wrong. Brand safety has quickly become a critical issue for marketers and the companies they serve—and for good reason. Multiple surveys now state that roughly half of consumers would rethink purchasing—or

even boycotting a brand-- if it appeared next to content that offends or concerns them.

Last week at Davos, *The Global Alliance for Responsible Media* (GARM) unveiled its strategy to create a more sustainable and responsible digital environment that protects consumers, the media industry and society.



Previous approaches to harmful content have been in part a reactive game of "whack-a-mole."

The Alliance was founded by members of the World Federation of Advertisers (WFA) and is also championed by the ANA CMO Growth Council. Formed just six month ago, GARM's role is to identify specific collaborative actions, processes and protocols for protecting consumers and brands from safety issues. The goal is to work toward a media environment where hate speech, bullying and disinformation is challenged, where personal data is protected and used responsibly when provided, and where everyone-- especially children-- is better protected online.

The initiative brings together an unprecedented coalition of 39 advertisers, six agency holding companies, seven leading media platforms and seven industry associations—which collectively represent \$97 billion in global advertising spending.

According to **Rob Rakowitz**, Initiative Lead for the WFA Global Alliance for Responsible Media, and well-known for driving a successful 5-year media transformation for Mars Inc., "Previous approaches to harmful content have been in part a reactive game of 'whack-a-mole.' We are convinced this uncommon collaboration is what is need-

ed to change the game. Since our launch in June, we've made significant progress to raise the bar in terms of identifying and eliminating content uploaded by bad actors, for the benefit of brands, people and society at large."

The WFA reports that between July and September 2019, an estimated 620 million pieces of harmful content were removed by YouTube, Facebook and Instagram. Rakowitz continues, "Because of the platforms' investments in teams and tools, most of this content was removed before it reached consumers. However, approximately 9.2 million pieces of harmful content did appear during that 3-month period, equating to roughly one piece of harmful content viewed per second. GARM is taking action, through our collaborative approach, to protecting the four billion consumers online today, with the goal of eliminating harmful online content and ensuring that bad actors have no access to advertiser funding."

In addition to being profiled as a Lighthouse Project by the World Economic Forum, a series that spotlights the ways in which stakeholders are making concrete progress to address the biggest challenges of our time, GARM has been officially recognized as a key project for 2020 within the WEF's platform on Shaping the Future of Media Entertainment and Culture.

Stephan Loerke, Chief Executive Officer of WFA commented, "Advertisers can play a unique role in improving the digital ecosystem that we all want to enjoy. Given that brands fund many of the platforms and content providers, we can ensure society gets the benefits of connectivity without the downsides that have sadly also emerged. These first steps by the GARM are a significant move in the right direction, which will benefit consumers, society and brands. I'm delighted that the WFA has played such a key role in corralling the different actors of the digital ecosystem behind such a compelling common action plan."

...between July and September 2019, an estimated 620 million pieces of harmful content were removed by YouTube, Facebook and Instagram

TREND SETTERS

internationalist

The coalition has been formed with support from the following:

- Executives from Adidas, Asahi Beer, Bank of America, Bayer, Beiersdorf, BP, Chanel, Danone, Diageo, Discover, EA, Ferrero, Fiat Chrysler, Friesland Campina, General Mills, GM, GSK, Hershey, HP, Johnson & Johnson, Kellogg, LEGO, LVMH, Mars Incorporated, MasterCard, Microsoft, Mondelez International, NBC Universal, Nestle, Orange, Procter & Gamble, PepsiCo, Pernod Ricard, Philips, Shell, Sony, Unilever, Vodafone, Yildiz Holdings and Yum! Brands
- Experts at Dentsu, GroupM, Havas Media, IPG, Publicis Media, and Omnicom Media Group-- representing media agencies
- Media companies and platforms consisting of Facebook, Google/YouTube, Teads, TRUSTX, Twitter, Unruly, and Verizon Media
- Supporting industry
 associations including ANA,
 4A's, Interactive Advertising
 Bureau, ISBA, Mobile Marketing
 Association, Coalition for
 Better Ads, Effie Worldwide
 and the WFA's local advertising
 association members.
- GARM's strategy is a major step forward in improving safety across the media supply chain.
 The long-term vision of the

Alliance is to drive growth and connectivity for society on adsupported media platforms—in order to foster and enable civil dialogue. It is committed to taking further bold steps to eliminate harmful content by complementing the approaches that have been taken by governments and online platforms.

GARM is operating with a three-pronged action plan:

- Shared Definitions: The Alliance has developed and will adopt common definitions to ensure that the advertising industry is categorizing harmful content in the same way. The 11 key definitions covering areas such as explicit content, drugs, spam and terrorism will enable platforms, agencies and advertisers to a shared understanding of what is harmful content and how to protect vulnerable audiences, such as children. Establishing these standards is the first step needed to stop harmful content from being monetized through advertising.
- Common Tools and Systems:
 The Alliance will develop
 and adopt common tools
 that will create better links
 across advertiser controls,
 media agencies tools, and
 the platform efforts to
 categorize content. Creating
 these linkages will improve
 transparency and accuracy in

how media investments are steered towards safer consumer experiences – in images, videos and editorial comments.

• Independent Oversight: The Alliance will establish shared measurement standards so that the industry and platforms can fairly assess their ability to block, demonetize, and take down harmful content. Transparency via common measures, methodology for advertisers, agencies and platforms is key to guiding actions that enhance safety for consumers. Adopting key measures and agreeing to independent verification will be key to driving improvement for all parties, which we will look to track annually. A special working group from the GARM will be activating this strategy starting in April.

WFA connects the world's biggest brand owners and national advertiser associations in more than 60 markets, bringing together tens of thousands of brands at local level. Together, they create a global network which offers a unique source of leadership, expertise and inspiration. More at www.wfanet.org



FINALISTS ANNOUNCED

These case studies underscore a number of major shifts now occurring in the industry: innovative work must go beyond the traditional scope of "media solutions," purpose and passion are essential to successful programs- even while data often takes center stage, the role of content is changing dramatically, and meaningful, shared customer experiences are becoming a new barometer of results.

The **Internationalist** celebrates some of the boldest, brightest and most effective work in the 12th Annual Awards for Innovation in Media. Roughly 375 cases were submitted from 31 different locations worldwide.

Finalists Include:

Acura Canada - Precision Crafted; Submitted by PHD Canada

Addams Family - Monstrous Box Office Success; Submitted by Canvas Worldwide

adidas - Friday Night Stripes; Submitted by MediaCom

AllSecur - Crash Billboards; Submitted by MEDIAPLUS Germany

Ally - It's PayBack Time; Submitted by MediaCom

Apollo - Zoom-Level-Targeting; Submitted by MEDIAPLUS Germany

Bike & Outdoor Company (B.O.C.) - The Data-Driven Print Revolution; Submitted by OMD Germany GmbH

Brisk (PepsiCo) - Brisk Yep Challenge; Submitted by OMD Canada

British Heart Foundation - Poster Power; Submitted by PHD UK

BRP Can-An On Road - A Ride Like No Other; Submitted by Touché!

BVG - Mind the Gap; Submitted by MEDIAPLUS Germany

Canal + Switzerland - Retard Gagnant; Submitted by Havas Village Geneva

Clorox Argentina - Unfinished Monuments; Submitted by Forward Argentina

EUROSPORT - ENTER THE MATCH; Submitted by MEDIAPLUS Germany

Google Germany GmbH - Googles ddddOoH; Submitted by OMD Germany GmbH

Hasbro Deutschland GMBH - How the Game of Life changed the Game; Submitted by OMD Germany GmbH

Honda Canada - Sell More Cars; Submitted by PHD Canada

Hornbach - The Smell of Spring; Submitted by MEDIAPLUS Germany

Hyundai - VIVe; Submitted by Havas Group

IKEA - Sleep Movement; Submitted by Wavemaker

Intel - The "Unblockable" Media Plan; Submitted by Carat US

Kraft - Mother's Day Away; Submitted by Starcom

Lay's (PepsiCo) - Flavors of You; Submitted by OMD Canada

LEGO - Imagination Has No Gender; Submitted by Initiative MENA

Lendo - Innovative Use of Traditional TV; Submitted by Havas Media Denmark

Linkedin Latin America / ASDRA - Inclusion Profiles; Submitted by HOY Buenos Aires

Mastercard - Priceless; Submitted by Spring Studios

Porsche - #ElectricityTalks: The Porsche Taycan Pre-Launch; Submitted by PHD Global

Puma - NYC Flagship Grand Store Opening; Submitted by Havas Media

Quebec Milk Producers - There's Milk Here!; Submitted by Touché!

Radio-Canada - Fighting Fake News in Real-Time; Submitted by PHD Montréal

Samsung Electronics America - Do What You Can't Jimmy Fallon; Submitted by Starcom

SAP - SuccessFactors; Submitted by Vertic, Inc.

SAP - The Future of Marketing has Feelings; Submitted by PHD Germany

Shell - Moving Forward: A Vision of the Future of Energy; Submitted by MediaCom

Smirnoff (Diageo) - The Bigger Bottle of Smirnoff; Submitted by Carat US

Sport Chek - Digital Window Shopping; Submitted by Touché!

Stiftung UEBER Leben - HUMAN Heart - Out of Stock; Submitted by MEDIAPLUS Germany

Subway® Restaurants - Subtember; Submitted by Carat US

Tangerine Canada - Bank Of Champions; Submitted by PHD Canada

The Coca-Cola Company - The Panorama Diner - Now Serving Coca-Cola; Submitted

by Havas Sports & Entertainment

Toyota - 2019 Toyota & MTV Video Music Awards; Submitted by Viacom Velocity.

US Navy - Navy VS; Submitted by Wavemaker

VECTOR - Driving Outdoor Accountability via Real-Time Measurements; Submitted by Havas Media Ortega

Warner Bros. UK - Awesome Week; Submitted by PHD UK

Western Union - Lifting Barriers; Submitted by Initiative MENA

ABOUT THE AWARDS:

This is the twelfth year of the competition, which attracts case studies from all regions of the world. All entries compete against each other as examples of innovative strategy, solutions and results. Unlike many awards that cite the best in a single product or media category, The Internationalist Awards for Innovation in Media 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.

The Internationalist team and board members pre-qualify all entries. Client-side marketer judges-- from the Internationalist community and ANA members-- review approximately 20 entries per session, so case studies are given fair consideration. Several judges from different regions and industry sectors score each grouping. Top-scoring entries then go on to the next round. Winners are those with the highest point scores.



What's on the Minds of Marketers—2020.

TODAY'S MARKETERS face a long list of critical priorities that span a wide array of significant issues and disciplines. Nevertheless, marketing leaders have a sophisticated view of the capabilities needed to achieve their goals in this time of accelerated change, constant redefinition and increased accountability. Their interests range from generating greater consumer trust, while providing a quality brand experience, to juggling personalization and privacy, or perhaps better said -- relevance and intrusion, in a new world of data, digital engagement and growing legislation. ("Personalization" was selected by ANA members as the ANA 2019 Marketing Word of the Year.) They worry about finding new ways to work with agencies, how to develop strategies that offset consumer skepticism and mistrust, and better understand how evolving values, especially among younger generations, are becoming a major driver of brand choice.

When asked to choose which marketing issues matter most in 2020, marketers put TECHNOLOGY at the

top of their list. SEE CHART BELOW. Without question, the explosion of data and advances in digital technology will continue to transform every business on the planet. While it is easier for marketers to now deliver customized content and tailored advertising at scale, the concept of personalization is polarizing, especially in a world of retargeting. One respondent commented: "I'm concerned about how to be at the forefront of the continuous change in the Marketing Tech Stack—to differentiate what is hype and what is effective." Another stated, "Digital media effectiveness is a concern given the everchanging landscape and platform algorithms." Others expressed specific concerns about automation software, programmatic platforms, and AI (Artificial Intelligence).

The Internationalist conducted a survey between November 3, 2019 and November 18, 2019, as part of our Internationalist INSIGHTS Survey series, among marketers worldwide to examine which marketing issues matter most in 2020. These results help to shape The Internationalist's

content, think tanks and initiatives around marketers' core concerns.

Interestingly, this year's study results—which also reflect a remarkable outpouring of candid personal comments and a new level of introspection—illustrate a keen awareness of contradictions as marketers try to find an equilibrium between espousing the latest trends and functioning within their day-to-day business realities. Respondents expressed concerns about "balancing building brands while delivering EBITDA" and apprehension about "the focus on short-term results over long-term brand development and growth." There were clear worries about how "the pace of change in consumer behavior is outpacing the industry's own capacity to adapt."

Several admitted how difficult it was to "grow share in markets where e-commerce and direct-sales brands were competing head-to-head for the same customer." Many were anxious to "scale faster and more profitably" and "enter more international markets."

Others expressed discomfort about "being too technical and not listening LIVE to consumers." No wonder new research from Deloitte emphasizes the "human" connection in the age of technology. Some pondered the "over-saturation of messaging while fighting for meaningful consumer engagement." One individual talked specifically about "bridging content marketing with leadership thinking via linear marketing."

While there have been many

negative opinions of ad agencies expressed of late, one respondent suggested, "Much of this is well-deserved, but there is an unhealthy do-it-yourself mindset many marketers have adopted that is not good for our industry."

"Privacy," "transparency," "self-regulation," "truth" were also words that came up constantly, as were concerns about privacy's impact on marketing overall and how "shortterm thinking is going to erode the practice of marketing itself." One optimist expressed: "My goal is always to have marketing play a meaningful role in the success of brands and business."

These are just a handful of comments that paint a picture of a complex, evolving marketing industry. Without question, marketers today need to be digitally savvy, focus on a legitimate sense of corporate purpose, while balancing sustainable business fundamentals that matter to all stakeholders and the world at large.

Survey: What's on the Minds of Marketers- 2020?

Please check AS MANY these 20 topics that currently matter to you-- the ones at the top of your 2020 agenda.

Question	Response
TECHNOLOGY & MARKETING: No part of marketing or the customer value chain has been left untouched by technology. What technologies matter most now?	65 %
BRAND GROWTH: The New Building Blocks to Creating a Profitable Global 21st Century Brands in a Direct-to-Consumer Society.	53%
CHANGING AGENCY, CONSULTING & IN-HOUSE ROLES: New Possibilities for Collaborative Partnerships across a Range of Specialized Talent.	50%
CREATIVITY NOW: New Concepts of "Campaigns" and Data-Driven Ideas that are Changing Trends and Tastes	50%
CONSUMER INSIGHTS: Gaining deeper understanding and richer profiling via Advanced Consumer Intelligence methods.	50%
PURPOSEFUL MARKETING: A Greater Emphasis on WHY Brands Exist, so that every facets of a company's operation aligns with that vision.	50%
The RE-DEFINITION & EVOLUTION OF THE CMO: From Voice of the Brand to Digital Visionary, Experience Leader, Data Expert, Customer Owner and Growth Driver.	42%

ADVERTISING ATTENTION DEFICIT: Finding new means of overcoming ad blockers to reach an ad-averse cohort.	38 %
EFFECTIVENESS & MEASUREMENT: Are New ROI or ROAS standards emerging?	38 %
MEDIA CHANGE: Keeping up with the New and Noteworthy from Micro-moments to Mass Audiences.	38 %
NEW CONTENT PERSPECTIVES: The Art and Science of Brand Storytelling, while using content to create an experience.	35 %
AI-GUIDED WORLD: How Artificial Intelligence will help tailor a customized experience in the customer decision journey.	31 %
CUSTOMER CENTRICITY in the EXPERIENCE ECONOMY: Putting Human Experience at the Center of how Brands Connect Emotionally, as Brand Value is increasingly gauged on the quality of an experience.	31 %
DATA: Succeeding in a Maturing Data Economy to Maximize Better Outcomes amid New Legislation through the World.	31 %
DIGITAL DIVIDE: Can Privacy and Personalization Co-exist?	27%
TRANSPARENCY: Understanding the latest developments with an eye to Building Trust in a Complex Media Ecosystem, while Eliminating Fraud.	27%
SUSTAINABLE FUTURE: People are holding businesses accountable for their actions around sustainability as "self" interest is becoming "world" interest.	23%
BEYOND PROGRAMMATIC AND AUTOMATION: New developments that will move real-time advertising to a new level of business performance.	19%
RE-INVENTING E-COMMERCE: Tracking innovations in retail technology to enhance the consumer journey and grow eCommerce opportunities.	15%
BRAND SAFETY & RISK: Protecting your Image and Values when CONTEXT matters as much as CONTENT.	12%

While these results are the responses from a multi-select question that allowed respondents to choose all those issues that mattered most to them as part of their 2020 agenda, two open-ended questions also demonstrated the breadth of marketing's scope today. The questions were:

What are your Biggest Concerns for the Industry? Is there Something Specific that you'd like to Accomplish this Year as a Marketer? To attend our Think Tank on What's on the Minds of Marketers: 2020 in New York on Friday morning- January 24th, just RETURN THIS EMAIL and add "THINK TANK." We have a few places available. This Internationalist INSIGHTS survey provides a snapshot of

views among the marketing com-

munity worldwide. The respondent base for this survey was truly international in nature with 48.2% indicating that they have global responsibility for their brands. All regions of the world were represented by the survey participants.

This year's survey also asked: "Are you treating 2020 as a major milestone year?"

While a majority (48.2%) said YES, 37.9% answered NO and 13.7% did not respond, the comments were telling, and, frankly, a bit of a surprise:

"I am not sure of why 2020 would be significant in the ever-changing marketing world."

"Yes! From 2020 onwards, advertising and marketing tools are now closer to the dream of ad-

vertising and marketing planners in terms of providing results. "

"Every year is a major milestone year when hoping to drive revenue growth YOY."

"Why? Because of the US election?"

To learn more, just sen an email to deborah.malone@the-in-ternationalist.com and use the subject line of "SURVEY."

This Internationalist INSIGHTS survey provides a snapshot of views among the marketing community worldwide. The respondent base for this survey was truly international in nature with more than 44% indicating that they have global responsibility for their brands and with representation in each region of the world.

ABOUT INTERNATIONALIST INSIGHTS

Building on **The Internationalist**'s focus on the people and ideasin international marketing, **INTERNATIONALIST INSIGHTS** was developed to quickly interpret global marketing trends at scale by surveying our worldwide audience, combined with in-depth personal interviews with individuals we have honored for their marketing contributions. Interpretation of these results and perspectives are by seasoned executives, dedicated to a big-picture view of understanding our fast-moving industry and how contemporary marketing is changing business strategy in the digital economy.

INTERNATIONALIST INTELLIGENCE BRIEFS bring together these thoughts in a regularly-published series available to subscribers.

ABOUT THE INTERNATIONALIST

The Internationalist focuses on the reinvention of marketing by connecting thepeople and ideas in international advertising and marketing through content, intelligence, thought leadership, community, collaboration and influence. Marketer driven, it has become 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 brand building and aspire to world class standards. Originally created as a trade publication, The Internationalist connects a global audience through content, insights and case studies in print, online and in-person-- via peer-to-peer marketer events including Dinners, Think Tanks, Awards and Summits- all to better serve the needs of this community.

The Internationalist is proud of its Global Alliance with ANA (Association of National Advertisers) as we partner on an initiative called THE INTERNATIONALIST 1000 with ANA or 1000 Marketers around the World Reshaping the Future of Marketing. This initiative is made possible with the support of a limited number of annual partners.