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BRANDING: NEW AVENUES

D'Amico Packs The Big Tent For Cirque Du Soleil

'Village' Marketing No Longer An Option: F. Cutitta

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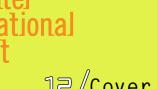
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MARIO D'AMICO generates buzz for Cirque du Soleil in a variety of unique—and inexpensive—ways.

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Marketing exec FRANK CUTITTA writes that village marketing is no longer optional for global marketers.



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success $(s \partial k - s \check{e} \check{s}) n$.

^{1.} The attainment of wealth, favor or eminence.

- ^{2.} The degree or measure of a victory.
- ^{3.} A favorable termination of a venture.
- ^{4.} An event that accomplishes its intended purpose.



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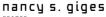


CONTINUING THE DISCUSSION ABOUT BRANDS AND BRANDING

Over the past few years, brands and branding have been knocked about, beat up, discarded as worthless. We've heard, "Do brands really matter any more?" "Brands are declining, even dead." Yet, at the same time, we see companies spending millions of dollars in advertising and marketing to put brand new brand names in front of us, keep old ones front and center, and even start to revive forgotten ones. As the pendulum swings back toward center, a more productive question might be, "what's next?" We asked some experts of both the "old order" and "new order" to share their thinking with us. While their words were quite different, there were common underlying themes in their views that you can read starting on page 12. Charles Cadell, president of ARC Worldwide Asia Pacific, aptly summarized one recurring theme: "In this era of the value-exchange, if we want our public to trade a precious moment of their time interacting with our brand, then we have to give them something very worthwhile in return." Ivan Pollard, partner, Naked Communications, put it this way: "Brand building has to be a much more organic process these days....They are not buildings; they are coral reefs or gardens or forests. They are not built; they are nurtured and cultivated.' One person putting that into practice is

Mario D'Amico, vp-marketing of Cirque du Soleil. Nurturing the brand since leaving the agency business as general manager of Publicis, Montreal, in 1999, he has expanded Cirque into a global brand, attracting the likes of Audi, BMW, and IBM as high profile sponsors. These companies want to piggyback on the emotional connection this brand, long identified with creativity and entertainment, has with consumers. Read about his views in the Profile written by Kathleen Barnes starting on page 19.

Clearly, the world of brands and branding is changing, but from our experts' columns, we also conclude it's just as clear that brands are far from dead but are morphing into different kinds of entities. Do you agree? We would like to hear your opinion too.





OLD WORLD, NEW WORLD: CHANGING THE MEDIA MODEL

The U.S. television "upfront," the concentrated time period when advertisers book the upcoming year's limited spot inventory, has long been an indicator of advertising buoyancy in the world's largest ad market. Interestingly, profound changes are occurring this year at a time when there are shifting attitudes toward traditional media, not just in the U.S. but worldwide. Only 20% of network inventory has been sold, compared to 70%-80% in the past. Furthermore, prices for many programs will be lower than the deals of 2005, a counter trend. Most significantly, advertisers like Wal-Mart, Coca-Cola, and Microsoft want to exchange the upfront model for an auction-like system or simply not participate. Combine that with these facts: Forester Research says that with the increase of TiVos and DVRs, 25% of all U.S. households will be taping shows and eliminating commercial viewing within the next 18 months. iTunes now sells hit TV shows for \$1.99. TV networks are providing streaming content of top shows-free-on their Web sites. According to Jeff Jarvis, blogger at buzzmachine.com, in a recent interview on National Public Radio, the problem in America is that it's holding onto that Old World, whereas in Europe, media executives say, "we've got to get into the New World as quickly as we can." He noted that Al Rusbridger, editor of The Guardian, imagines a world without presses while Tom Glocer, head of Reuters, talks about a world where consumers are now his editors. Meanwhile, the head of Gruner & Jahr says the role of the jour nalist is that of moderator, according to Jarvis. Those are entirely new ways to look at the media mark et of the future, Jarvis says. So who's the winner? One might point to an

MTV, which is expanding its TV offerings with new digital platforms. Advertisers have long asked for integrated buys; now we're seeing a major global media buying agency, OMD, committing to broadband, video-on-demand, podcasting, and wireless as part of the MTV total platform package. Renetta McCann, CEO of Starcom MediaVest Group, recently said, "Today's generation is entirely media agnostic and promiscuous in their use and control over media. They, unlike, their parents were born into a world of screens and demand content at will on

> the screen of their choice. " Given the worldwide popularity of phones, iPods, and laptops, perhaps small is the new big.





What do



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have in common?

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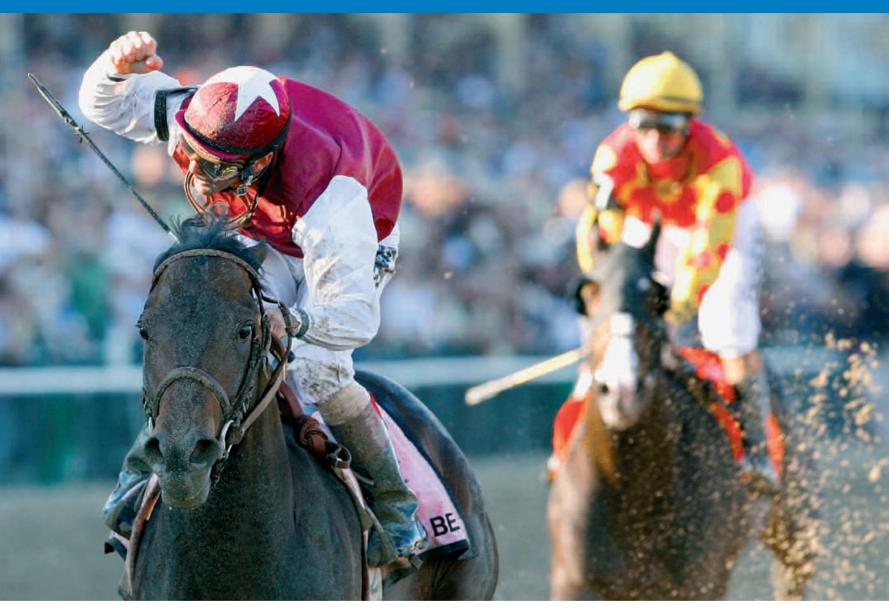


CORRECTION Two letters in the name of Neil Gluckin's company were transposed in identifying him as the author of an article in the last issue of inter national ist (2006-1, page 16). His title and company should have read: Executive Director, Branding, of UBS. So much fun, we've come up with 100 more ways to make you smile.

Color No.90 from 100 Colors Tateo Mataki dentsu President & CEO DENTSU INC. 1-8-1, Higashi-shimbashi, Minato-ku, Tokyo 105-7001, Japan URL http://www.dentsu.com Tel 03-6216-5111

Under Dentsu's new corporate image program, staff members from rookie to president may choose the color of his or her own business cards. In other words, each employee can select — from 100 colors — the one they feel best suits them. (Incidentally, our president Mr. Mataki chose dark gray.) So, what does this all mean? By acknowledging and promoting the importance of individuality within our own company, Dentsu is underlining its commitment to understanding and satisfying the individual needs of the client.

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World news from a European perspective

FRONTLINE 5

Land Rover engaging consumers with own broadband channel

LAND ROVER is embracing digital brand communications by launching a broadband TV channel, called Go Beyond. Developed by MindShare, Go Beyond is designed to create and incorporate new ways of engaging consumers with brand values.

In magazine format, the channel will be about a community of people who live the Land Rover brand. It will feature Land Rover "VIPs," including tennis star Maria Sharapova and rugby player Lawrence Dallaglio among others.

The channel will cover 21st century adventure from travel to Land Rover off-road journeys from stories about people and places to culture and sport, It will contain a blend of original content and material from the Land Rover's *One Life* customer magazine.

"Go Beyond is about going beyond personal boundaries and experiencing adventure in its many forms," says Phil Popham, managing director of Land Rover. "It amplifies the core brand promise of Land Rover to 'Go Beyond.'"

The channel can be accessed on any computer with a broadband connection; it will be displayed at Land Rover dealerships and major motor shows, and ultimately will be available for download to devices such as mobile phones and hand-held consoles.





Ads in games? Yes or No?

WILL GAMERS ACCEPT ADS IN GAMES? In r esearch conducted online with respondents from China, France, Germany, South Korea, Mexico, Singapore, Taiwan, U.K., and U.S., Mediaedge:cia found that the answer is "yes," if it's relevant. Among the findings:

- When in-game placements are done well, they don't actually feel like advertising; they are perceived as a natural part of the game.
- Gaming offers the opportunity to connect with a traditionally hard-to-reach audience—young affluent males.

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continued on p. 10

Submit your events to editorial@inter-national-ist.com

regulations

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• THE INTERNATIONAL CHAMBER OF COMMERCE is revising its code that determines the basis for self-regulation in countries around the world and hopes to have new guidelines this summer. The new code is expected to combine separate rules for sales promotion, media advertising, and environmental advertising and also to address new forms of communication ranging from product placement to news releases. How countries use the code varies: Some establish consumer laws that follow it to the letter while others use it to guide self-regulatory organizations.

- A new advertising law has been signed in *Russia* that will
 - » restrict the amount of advertising on TV to no more than 20% of airtime per hour, with further restrictions to come in 2008,
 - » allow advertising in children's television only in programs longer than 25 minutes,
 - $\,\gg\,$ ban billboard advertising for tobacco, and
 - » place limitations on advertising pharmaceutical products. Those opposed say the bill could have serious economic consequences, including putting an end to some major sports and cultural sponsorship programs and will significantly reduce the amount of advertising during prime time.

From EACA reports. •

Appealing to the senses

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 When selecting products, more than 60% of people focus on the visual while close to 40% focus on senses other than sight

• Men pay closer attention to the visual than women

• Categories in which the senses play a significant role are women's cosmetics, shampoo, beer, and chocolate

Sound is important when choosing beer

• Touch is a key issue when selecting audio-visual equipment

Source: Hakuhodo survey of 1,067 Internet users in Japan ages 16-59 •

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Ad expenditures in China and Russia to soar

China is expected to become the fifth-largest ad market by 2008, up from seventh in 2005, according to ZenithOptimedia. Meanwhile, Russia is expected to join the top ten, leaping from 14th place in 2005 to eighth in 2008 as it more than doubles in size, the media agency predicts.

Boom from boomers

The mass retirement of baby boomers, starting in 2007, will have a significant impact on consumption in Japan, according to a survey by Dentsu's Center for Consumer Studies. The survey shows that consumption per household of comparatively expensive items, such as real estate, travel and financial products, will be particularly strong. Along with the boost to consumer spending, there is also expected to be widespread economic impact in the form of greater business-to-business economic activity. •





Sophistication for the masses

Schweppes International is taking a humorous approach in TV commercials running first in Sweden, then other Scandinavian markets and Switzerland before rolling into additional European markets.

The commercials by Duval Guillaume are part of a new marketing communications program supporting the launch of Schweppes Fruit Flavours, a range of lemon, grape, and citrus carbonated drinks.

The advertising aims to position Fruit Flavoured Schweppes as an adult fruit drink to show that taste comes with age. In one spot, a museum guide invites a team of beefy scrimmaging football players to look at a painting only to have one of them correct her pronunciation of pointillism. After more butting of heads, they go on to point out that the painting is neo-impressionism, not impressionism. "For the slightly more sophisticated you," the spots say.

Outdoor is also planned in Denmark, Norway, Sweden, and Switzerland.

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| FFFIF SINGAPORF AWARDS 2006 | | | | | |

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Bone-ified restaurant in Melbourne

MASTERFOODS Australia is taking one-on-one marketing to heart, and the big beneficiaries are man's best friend. The makers of My Dog Finest Cuts has opened My Dog Café at Station Pier in Melbourne in partnership with Melbourne chef and restaurateur Andrew Blake. Staff makes no distinction between two- and four-legged customers, say owners, as the establishment welcomes canines and their companions offering Great Danish Pastries, Carob and Bone Marrow Muffins, Boxer Chocolates, and Dog Day Afternoon Tea featuring Low Sugar Dog Biscuits among other items.

The biggest challenge: Figuring out how to comply with laws that prohibit dogs inside areas where human food is being prepared and served. "We've had to make some pretty original arrangements to comply with all of the relevant standards," said Blake.

GRAFFITI, part of Grey Global Group, was the promotion agency handling the launch.



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Among celebs that have stopped by are actress Sigrid Thornton and her two dogs and Aussie tennis champion Todd Woodbridge with his pooch.



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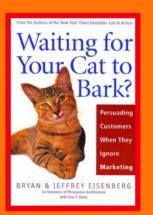
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CUSTOMERS

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BRANDING: NEWAVENLES

The connections between brands and consumers, brands and marketers, and even marketers and their own brands are much more amorphous than ever before. So in today's new era of less formal and unstructured ways of communicating and connecting with audiences, how does a brand get established and then how is it sustained? internationalist asked some of the experts to share their views.

joseph jaffe

founder JAFFE LLC

Branding Is Dead. Long Live the Brand.

We live in interesting times of unprecedented change. Bombarded with clutter and showered with choice, consumers are caught between two worlds and two commensurate extremes—neither of which is healthy. Somewhere in the middle of the raging current of fragmentation and proliferation lies equilibrium, the happy medium where intelligent and connected consumers are married with the right choice of the right product for the right reasons.

That's good news for brand marketers.

So is the fact that during times of confusion and ambiguity, we tend to defer to that which we know and trust—opting for consistency and reliability above uncertainly and impulse.

Now, here's the bad news. Most marketers and their respective brands wouldn't know that place if it whacked them over the head with a quintessential 2x4.

The problem with branding is really quite simple. Brands have become ends unto themselves, as opposed to a means to an end, an enabler. Somewhere along the line, advertising took the position that consumers had to fit into a contrived brand architecture, forgetting that brands, in fact, fit into our lives and not the other way round.

Somewhere along the line, we foolishly assumed that abundant choice would be our savior and loyalty our safety net, when in reality we underestimated the power of the network the networked effect and impact of social media, a.k.a., word-of-mouth on steroids; this is a world where pretender brands are about as transparent as the emperor's new clothes, a world where authentic brands are pulling ahead and leading by example.

This is a world where innovation and product "form and function" are seemingly

trumping the warm and fuzzy brand attr ibutes and aspirational qualities predominantly communicating through advertising. Think Motorola's Razr or the iPod as examples. Think hybrid cars from Toyota and Honda vs. DVD players and extra cup holders from Detroit.

This is full contact branding, where each and every brand interaction and transaction should be treated as if it were the only one; there is no lifetime value anymore, but rather "times of our lives." This is a brave new world where brand guidelines are meaningless in the eyes of colorblind consumers.

But amidst the flux and volatility is arguably a limitless array of possibilities, opportunities, and breathtaking invitations for brands and the consumers they serve to peacefully, productively, and proactively co-exist and co-create. This is the time where brand building is organic, fluid, and non-linear; there is nothing predictable except the fruits of honest, authentic, and open conversation and dialogue.

This is a time where leadership brands will pull further and further ahead of the me-too challengers.

There is much risk. There is even more reward.

Brand on!

charles cadell president ARC WORLDWIDE ASIA PACIFIC

The Future Is Coming to Save Us

I have a dream.

A few years from now, neither my fellow professionals nor I will feel quite as socially estranged as we do today. Our profession will be significantly more trusted than that of a used car salesman; we will not have to be *sotto voce* when asked what we do at that dinner party; we can tell our mothers we don't work as piano players in brothels because we work in advertising—or a variant of it. And we can put to bed the legacy of that Vance Packard polemic that we, the silent practitioners of the dark art of communication, are the insidious hidden persuaders.

It's sometimes difficult to be proud of the work you do when that is what the public often throws at you.

But I know the future is coming to save us. I know that a decade from now our work (or the best of it) will be as welcome as the next installment of "Lost." In fact, I believe that at some point, our very savvy and discerning public will even be willing to pay to be spoken to by us.

I know I am right because to be wrong is not an option if we still want to be paid. Technology has put our consumer fir mly in control of the messages they hear about the brands they wish to interact with and when and where they do so. In this era of the value-exchange, if we want our public to trade a precious moment of their time interacting with our brand, then we have to give them something very worthwhile in return. In short, we must either entertain them or educate them. We must ensure that they feel their lives are richer, fuller, or better in some way than before they spent time with us. Or else, they will not again. We are not competing with other brands; we are competing with Hollywood, with iTunes, and with Mario.

But it is not just that we have to be interesting, we also have to be honest. Today, any conversation with our public that is not a conversation of equals or of intellectuals is redundant. We are ignored. Worse, any attempt to be anything other than straight up may expose us to public ridicule. And in today's world of blogs and social networking, the last thing our clients need is a peer g roup with a set of laptops and a brand g rudge.

Today and tomorrow are about fast reinventing not just what we create but how we deliver it. After some pain, it will reinvigorate our profession and give us that moral fiber that car salesmen will themselves dream of. It will allow me to tell my mother what I do and, who knows, I might even recommend it as a profession for my sons. Imagine thinking that ten years ago.

ivan pollard

partner NAKED COMMUNICATIONS



Building & Sustaining Brands in the Modern World

I work in a company of brilliant people drawn together for a reason. We came from media companies, advertising agencies, business consultancies, and design agencies. We have all experienced the way that these agencies believe the world of brand building works. But we all left those companies to join Nak ed because we think that the old models they are still using are no longer relevant in today's world. In fact, we think they are just plain wrong.

All of the approaches to brand building and communications that have been honed and refined over the last 50 years need rethinking. The world has changed. There are more channels, more brands, shorter lifecycles, lower product differentials, greater business contribution from brand equity, and more power in the hands of the consumer. Yet, in the face of all of this change, the business of branding and communications has hardly evolved at all. Agencies and consultancies still do what they did and the way they did it back in the '80s.

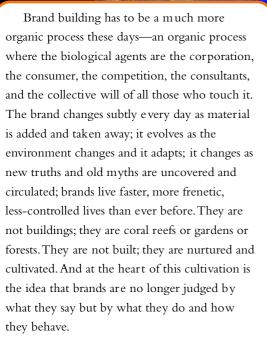
Brands are no longer built. They are not monolithic entities that are constructed, managed, and maintained over the decades by corporations. They are organic, living, evolving things that need to be constantly nurtured and fed.

In the old language, we built a brand brick by brick and, by golly, wasn't it beautiful? You could see it from miles away and every year we would spruce it up, add a lick of paint, and make it ever more impressive. But those days have gone. We cannot simply decide what a brand is, erect a monument to it, and then keep it going with marketing.

The Brave New World of People-Powered Brand Marketing

jim donnelly

co-founder and vp-marketing IgoUgo.com



And we believe that the only way that brands can be nurtured successfully these days is to simultaneously consider what the brand stands for, how it will behave, how it will be connected to its customers, and how it will make money for the business. Brand strategy, business strategy, and communications strategy all joined up, all at the same time, all aiming at the same goal—to add value to the business by making the brand come to life. Developing a strategy is no longer a serial process it is a parallel, integrated, simultaneous one. • As much as you might hate to admit it, your teenagers probably know more about the cutting edge of brand marketing than you do. Why? Because while we sit here discussing the trend of user-generated content, they've already made it a part of their daily routine, entrenching themselves in brands that value the opinions of everyday people over the messages of traditional media. Just consider the enormous success of companies like MySpace.com and wikipedia.com, not to mention more than 60 million blogs. They're all based on the idea of users gathering advice and information from one another, a movement that's exploding around the world-in Europe, Japan, the U.S., and really every developed economy.

Why does this matter for brand marketers? Brand marketers should realize that consumers want to know as much as possible about what they have to offer... but not all from them. Providing a forum for people to discuss products and share information on related topics personalizes the brand experience and establishes a unique sense of trust.

Although young people might have started the trend, social networking and user-generated content can cater to all age g roups and can work in even the most traditional industries—like genealogy! Take the recently launched www.SwissRoots.org for example, which connects Americans of Swiss decent with people or organizations in Switzerland. Or consider IgoUgo.com, a community of travelers sharing their experiences through photos and reviews, which attracts an audience of 25–50-y ear-old professionals rather than teenage power-users.

What's the new playbook? There's no easy answer. Follow established best practices developing differentiated products, delivering a compelling message through traditional media but mix in some techniques designed to addr ess the user-centric trend. These might include: > Developing an online community or userreview capability for your product category, particularly if you're the category leader. A community builds brand loyalty and produces content to help sell your products, plus customer feedback and incremental sales; Capitalizing on traffic from search engines, which gravitate toward user-generated content;
 Distributing press releases to influential bloggers, who reach hundreds of thousands of people;
 Employing multiple messages, each targeted for a small group. A one-size-fits-all messaging strategy will only resonate with a small percent of your brand evangelists.

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Yes, the participatory culture presents plenty of opportunities for brand managers and marketers. But with sizeable reward comes sizeable risk. Giving people the freedom to state their opinions... well, it means being open to criticism and knowing when and how to address it. Understandably, not everyone is comfortable with taking that risk. Yet, for those of us who are comfortable doing that, the world of marketing has grown exponentially larger—not to mention more exciting.

naresh gupta

national head account planning GREY GLOBAL GROUP INDIA

Facing New Challenges

Brands and branding are much debated and written about terms. The book stores are full of books on branding; Google search will throw up more pages on branding than one can r ead in a lifetime. A whole enterprise has been built on one word: brand.

It is not my intention to discuss what a brand is or what it stands for . It is my intention to discuss where we can take the process of branding and what new challenges we face in the future. Just for the sake of argument, let us assume that in simplest ter ms branding is about stimulus and response. A brand is a stimulus designed to impact behavior. It changes, reinforces, and maintains the behavior in such a way that brands become desirable. And in the process become a sort of pattern, which the consumers keep repeating, as a response to the stimulus.

There are three new challenges that the world of branding needs to tackle:

CHALLENGE OF COMPLICATED PRODUCTS: Branding has traversed the world of product and services. However, one area where it has barely scratched the surface is in how to brand a country. Creating a country mark can actually be a fairly complicated and challenging task. From "Proudly South African" to "Cool Britannica" to "Incredible India," nations are trying to create country marks. But have they really captured the entire reality of the country. Can the country as a brand be reduced to one or two or three facets? And should these efforts not traverse from the world of tourism to encompass a wider arena? Nation as a brand is far more complicated. National brand is a sum total a country's history, culture, its products and services, its people, its customers, its financials, its operations, and its leadership. Maybe it's time for nations to define their values, beliefs, and even appoint a minister of branding.

CHALLENGE OF TECHNOLOGY: Technology is changing the world rapidly, and the world of branding is not able to keep pace. Internet, cell phones, gaming devices, software, and the like are change agents. And the changes they drive are not a progression of current realities but a brand new reality. They create new categories that challenge the old ones. In the process, they kill the old categories. 'Net telephony challenges the long distance telephone companies; text messaging creates a new behavior that kills writing letters. Brands have to be ready to face the challenge of category. And unlike in the past where the rise of digital photography was slow and staggered, the new technologies are far more democratic. They seep into the world much faster and give very little time to react.

CHALLENGE OF SOCIETY: The world of branding needs to go beyond the world of profit and fairly quickly. Brands have the ability to create mass movements. They have the ability to foster a new social behavior and in a fairly positive way. Almost like a bloodless revolution. Most of the efforts in the world of branding have been only

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towards creating a brand that generated profits. Time may have come to generate brands that generate a positive feeling. Many of the modern world's worries need the attention of branding: controlling pollution, eradicating inequality, protecting the world's climate, and controlling new diseases. And not through coercion but through willing participation.

These three new challenges can expand the world of branding, its expertise, and its ability and make it relevant to today's world. It may even get itself an appreciative pat on its back in these days of "No Logo."

jack gordon

ACUPOLL RESEARCH

ceo

The Maturing of Targeted Marketing

Lifestyles have changed and so have the ways we can reach the brand's target customers. There are more options today to reach a brand's target customer than ever before. Brands still have TV, radio, magazines, and the other traditional media outlets to reach a broad consumer audience, but today they also have much more intimate ways to reach specific consumer targets and even specific customers.

The proliferation of targeted magazines has helped. But more importantly, the proliferation of online options, ranging from targeted Web sites, to chat rooms, to blogs has opened up a whole new way to target messages to customers. But how has this changed the messages themselves, if at all?

It is one thing to be able to talk to customers in new mediums and another to match the message to the customer you are talking to. As targeted marketing matures, it will become more of a science than an art. As a the effects of rational benefits for the last 50-plus years. With the pioneering of emotional testing, it is now possible to understand not only the reactions to rational benefits (normative ratings) and the communication of key benefits and features (communication check) but also the effects of these on the brand's equity and the emotional impact of the advertising. The ability to do all of these in one test provides, for the very first

science, it must be developed as a tried-and-

message in most of these targeted mediums is

So, how do you decide on the right

message for each audience? First, you must understand the target audience, what is

most relevant. To accomplish this, marketers

their rational sale but emotionally as well. Emotional communication is, and always has been, a key element to advertising success. Advertising builds brands over time, and this is largely due to customers emotionally bonding with the brand. However, research efforts have

been largely confined to understanding

must evaluate their audience(s) and understand

how their messages are being received, not just

important to them, why they are—or should be—interested, and what message is

true formula for success. Using a national

useless and counter-productive.

And, when combined with new targeted media capabilities, this means you can actually target both your rational and emotional messaging to your target customer, making them work together to have true impact and be convincing.

time, a holistic view all of the brand's

communication efforts.

This targeted melding of the message with the audience can be especially important for global brands, hich have the opportunity to target their messages by media method, country by country. Thus, the old ideas of developing one piece of advertising and "pooling it out" across media vehicles is as outdated as the idea of a "floppy" disc.

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mario d'amico

THE SECOND ACT: Cirque du Soleil had evolved from a band of rag-tag street performers into a revered brand name, but how to be truly global?

Every kid's dr eam is to join the cir cus. Mario D'Amico joined the circus seven years ago after a career in advertising, and he's never looked back.

"I love it! I'm not a r eligious per son, but if there is someone to thank, I need to thank whomever. I r epresent a f abulous company in terms of pr oduct and sales. I can't think of a product out there that I'd be more happy with," says the eb ullient VP-marketing of Cir que du Soleil about his job.

D'Amico had r isen to general manager of Publicis in Montr eal by 1999, and he admits he was somewhat hesitant about making the move to Cirque du Soleil.

But those doubts have long since disappeared. D'Amico finds himself in the midst of an "incredibly stim ulating cr eative en vironment" that mak es light w ork of the job of selling Cirque's shows worldwide.

"If my boss keeps on liking me, I'll stay in the circus forever," says the for ty-something D'Amico, referring to the founder.

That boss, Guy Laliberté, a one-time fire-eating stilt walker who entertained crowds on Montreal's streets, built his band of rag-tag str eet performers into one of the world's most revered brand names.

On D'Amico's watch, Cirque has grown into a global brand with high pr ofile sponsor s lik e Audi, BMW, Celebrity Cruises, and IBM.

He's grown that brand from 45 to more than 85 cities and has alr eady set his sites on China, Russia, and Eastern Europe.

He's generated a million-member global database inclined to b uy tick ets, to tell fr iends about the exper ience, and to interact with the database's offer ing of insider infor mation. Marketing such a unique pr oduct w ould inevitably be, well, different.

"The company is really run by the creatives, and the y win most of the arguments. If the business people win too man y arguments, we would become mainstr eam. We definitely don't want that," D'Amico laughs. Cirque du Soleil is an un usual product with a brand identity of cr eativity and uniqueness. It's a circus that's not a circus, best described as an amalgamation of dance , gymnastics, art, and theater. It's sold in an equally unique manner.

Creative is handled by Diesel, a small boutique agency in Montreal. Routine needs like programs and repeat ads are handled by an in-house studio.

The r est of the mater ial is pr etty m uch seat-of-the-pants marketing on a small scale basis with large-scale results.

D'Amico is cr edited with cr eating a "culture of rar ity" around Cir que du Soleil that mak es tickets a much-valued commodity.

"We do our media deals dir ectly," says D'Amico. "A tick et, thankfully, is worth mone y, so ther e's lots of old-f ashioned bar tering, tickets to pr emiers and par ties that ar e impossib le to get unless w e g ive

them to you."

Cirque has been touring in the U .S. since 1987, with seven or eight sho ws in the large mark ets. "The media know us, so it's easy to sell them on a new sho w," D'Amico readily explains.

Breaking into a new mark et, Cirque does its home work in terms of mark et size and demographics.

"We are not the cheapest product in the

world (ticket prices usually run more than \$100, and the y often sell at more than f ace v alue because of high demand). The same people who go to live theater and opera are our target market, so there have to be enough of those consumers in any particular city," says D'Amico.

The mor e people ar e attracted to high-end

Mario D'Amico generates buzz for Cirque du Soleil in a variety of unique—and inexpensive—ways.



Camirand

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| 6 | | + C-Level executives | | | | | |
| 7 | | + Top management | | | | | |
| 8 | | + Purchase decision makers | | | | | |
| 9 | | + Small business owners | | | | | |
| 10 | | - | Luxury car owners/leasers | | | | |
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Just part of the media plan.















entertainment in a g iven city, the more they are likely to be attracted to Cir que's magic blend of theater, dance, and circus.

Cirque presents itself as a unique blend of high art and a "hometown boys" attitude.

"The media r eport about us mor e as ar t and cultur e rather than as a commer cial e vent. This elevates us above the mainstream," D'Amico says, but that's juxtapositioned with Cir que's down-home way of promoting itself.

"We get the better v alue by dealing with media directly and k eeping the deals simple," he says. "We're a large company now, but there's still a real homespun side to Cir que du Soleil. We don't ha ve enough mone y to inter est a large media agency where we'd probably be client No. 100," he says.

D'Amico has de vised a unique w ay of entering new markets in Europe, Asia, and South America. Five or six team members will arrive in a new mark et 18 months befor e an e vent. They start the groundwork by finding a local promoter, being introduced to key media people, visiting the best bars, and meeting the best artists.

"That pr omoter becomes our k ey to the market. He'll intr oduce us to the important people, the business community, and help us with sponsorships and per mits. He's our link to the movers and shakers in that market," says D'Amico.

The local promoter will make media buys and help with the complex process of finding a venue with 20,000 square meters of flat space for Cirque to pitch its tents.

He'll also invite local artists to get inspiration from Cirque shows and create pieces based on that inspiration that are used for merchandising in each of the new cities.

"Merchandising has become about extending the exper ience. It's not just a ball cap and a t-shirt," says D'Amico.

By the time the adv ance work is in pr ogress, there's already a "buzz" in gossip columns and b y word-of-mouth.

"We're able to cr eate w ord-of-mouth with virtually no cash outla y. Before we even have a press conference, before we've even spent \$1 on advertising, we've got this b uzz going, and that makes my job really easy," D'Amico says.

"We never have any trouble getting people to

come to press events after that kind of b uzz," he adds with pride.

Press e vents ar e al ways stellar, featuring the creator of the sho w and enter tainment fr om Cirque artists.

While Cirque isn't a difficult sell, it's a big job with 11 sho ws and 8 million tick ets to sell each year. "The first 7 million are an easy sell. It's that last million that are a little harder," D'Amico says, making Cir que an occasional victim of its o wn success with 85%–90% occupancy . "We're sometimes condemned by that success to improve sales the follo wing year, when mark et conditions ar e out of our control," he explains.

D'Amico is ab le to generate "the buzz" in a variety of unique—and inexpensive—ways.

Scantily-clad perfor mers from the sexy adult show, Zumanity, entertained guests at the "in" bars in Miami, San Francisco, and New York.

A 12-person Russian team is often sent out to local v enues—most notably one r ecently on Venice Beach near Los Angeles—to perfor m its human p yramid act with no r opes or other equipment. "We'll play with the m uscle guys on the beach, challenge them to tr y some of the things they're doing. It gets the message acr oss in a playfully spectacular way," he says.

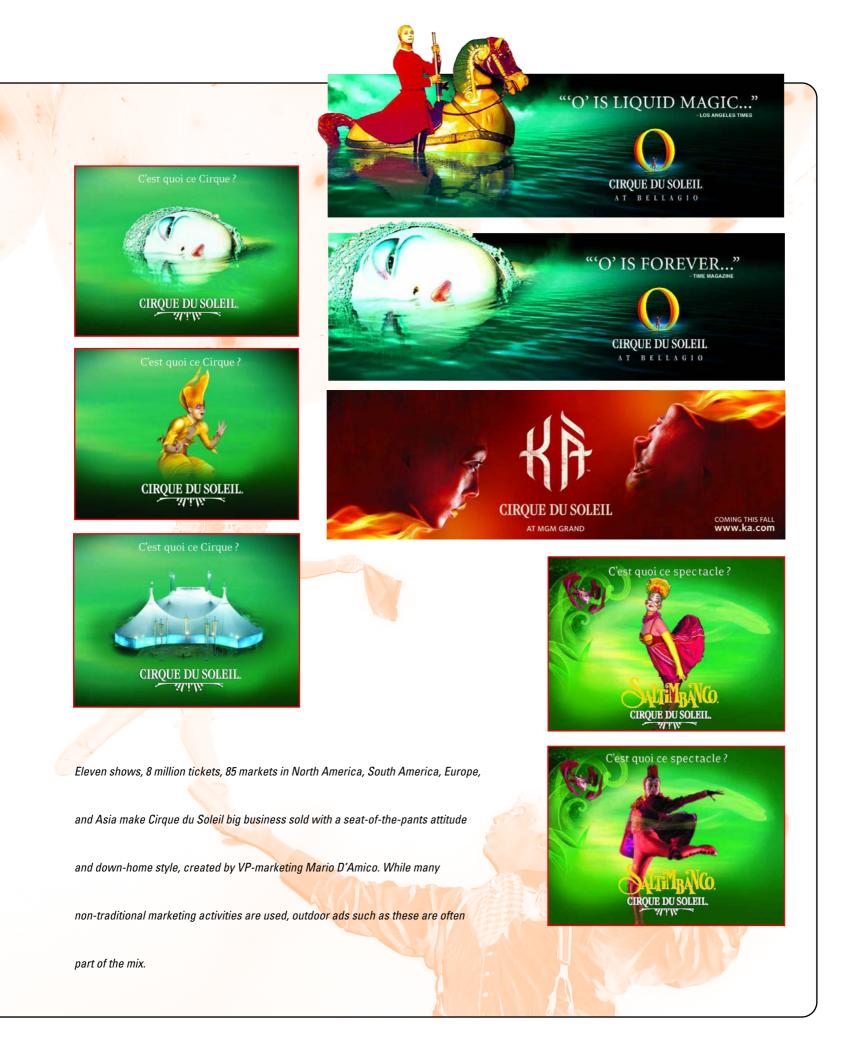
A woman contorting on a long streamer of red silk suspended from Seattle's famous Space Needle gets acr oss the idea that something differ ent is coming to town.

The house tr oupe is often sent into a to wn "just to have a little fun, to play with the people, with little acts that mak e people smile," says D'Amico. "These are much, much more efficient marketing tools than buying an ad."

Advertising, in D'Amico's mind, is really only necessary to tell people wher e to b uy tick ets. They're already sold on seeing the show.

What's next? Hotels, museums, restaurants and mor e. D'Amico's fer tile mind b uzzes on. "The o wner of this compan y has al ways felt he has a stab le of cr eative people her e, and those people ha ve always been b usy cr eating shows. But what if some of those creative people could be let loose to cr eate a w onderful space in a bar or a night club , a r estaurant, or a hotel lobby?"

The possibilities are endless.



The now-trendy report "Dreaming With BRICs: The Path to 2050" released by Goldman Sachs in 2003 resulted in the acr onym for Brazil, Russia, India, and China being inscribed on international business cards as EMEA and APAC have for years.

According to the r eport, "India's econom y ...could be larger than J apan's by 2032 and China's larger than the U .S. by 2041 (and larger than everyone else as early as 2016). The BRICs economies tak en to gether could be larger than the G6 by 2039."

Global marketers visiting Shanghai and Bangalore r ecently may feel that the BRIC' theory is not quite that pr ophetic. Upon arrival one quickly realizes the economic and advertising revolution ma y be immatur e, but surely not embr yonic. In fact, many executives lament they may have actually missed the boat (or time machine) and ar rived a decade too late for proverbial first-in advantage.

Despite the impulse to focus on b ustling urban centers, population statistics sho w that o ver 900 million Chinese citizens li ve in r ural ar eas. India's rural population is estimated at appr oximately 700 million, or over two-thirds of the entire population.

The convergence of infor mation technology, newly created distribution channels, and a nascent consumer appetite ar e spir iting e ven the most remote villages into the global econom y and the brand messages that stim ulate it. A study of

the tr end in India pr ovides a snapshot of the g roundswell in rural advertising.

distribution through social entrepreneurship

Major m ultinationals including Procter & Gamb le, Hewlett-Packard, and Unile ver ha ve developed social entr epreneurship and economic self-r eliance programs tailor ed largely to impoverished women in r emote villages who ha ve r udimentary products and entrepreneurial skills.

Such micr ofinance thought leaders as Mohammed Yunnis, founder of Grameen Bank, have provided thousands of loans of as little as US\$50 a year to enab le emerging entrepreneurs to incubate small cottage b usinesses. These star tups

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Jlobal brandina meets village marketing

then sell products in hattas, or small rural markets, where multiple villages con verge on a per iodic basis in hopes of expanding their channels.

A showcase of social entr epreneurship is the Shakti Pr oject founded b y Hindustan Le ver, which provides microfinancing and training to women for the pr oduction and mark eting of crafts, clothing, and ag ricultural pr oducts. In Hindustan Le ver sister pr ojects, Streamline and Bharat, microcredit is pr ovided for distributorships, or rural stockists, which also serve as liaison for their village-to-village pr oduct sampling cara vans. To reinforce institutional commitment to r ural villages, new Unile ver employees ar e r equired to li ve for six-to-eight weeks in a rural village immersed in the life (and

> death) of citizens of some of the worlds most impoverished areas. consumer education

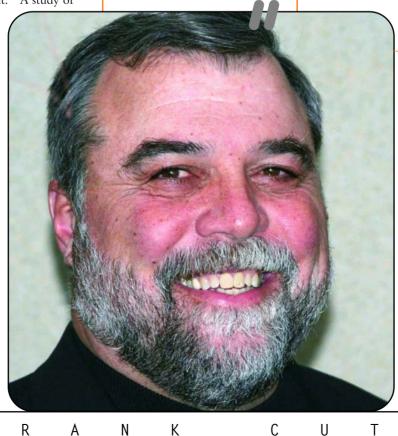
Product differentiation in tr ibal communities can occur only once the mark eter estab lishes the basic need for a fir st-time purchase. It simply cannot be done by hang ing a sample on the consumer's postal bo x or door knob in a r emote region. Education and consumer literacy are k ey, and the f ace-to-face demonstration is the star ting point for them.

Van tour s ar e scheduled to each village and hatta for a dekko (Hindi der ivation for a "see" or a "look"), where the product is shown in application. With the Indians' love for movies, visits ar e scheduled b y cinema vans that sho w popular

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The trend

provides a

groundswell

advertising.

in India

snapshot

in rural

of the

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movies inter spersed with pr oduct adv ertising from marketers.

The rural marketer must be student as well as educator. Product usage ma y vary wildly compared to urban center s or sub urbs. In some villages the same soap used to clean clothes or dishes may be used to w ash body and hair . The rural mark eter can either de velop multiple-use soap products or educate the frugal villager on the benefit of two different soap products.

packaging

Basic utilities and storage space ar e a luxur y not found in most villages. The use of pouch packs for food pr oducts and sachets for per sonal car e products pr ovide a combination of a visually attractive shelf-stab le for m. With modes of delivery ranging from animal to bicycle, jute sacks may be substituted for car dboard shipping bo xes to permit easier transport and storage.

pricing

Pricing challenges are a major consideration given that ag rarian villager s ar e typically paid when crops are harvested or sold or when construction projects ar e completed. However, even with incredibly low wages, there is a modest disposable income because housing, transportation, and utility costs ar e extremely low (or non-existent) by urban standards.

For this reason value is as important as price in the rural marketplace. What in urban areas might be an impulse-buy is, in fact, a considered purchase in the villages. Thus, the true test of a brand or product purchased for the v ery first time will be the price: performance ratio more so than a cheap price.

technology/Infrastructure

Blend ancient tr ibal custom with technolo gies that actually leapfr og some matur e mark ets for a snapshot of the ne w science of r ural mark eting. Armed with mobile phone, Internet access, and a printer, the ne wly microcredit-capitalized village "CMO" can have instantaneous communications related to an ything fr om "brand v an" visits to commodity pricing in cities and villages.

The trailblazing E-choupal network (choupal is Hindi for gather ing place) of ITC Ltd., one of India's leading companies, has led to Inter net installations in 31,000 r ural villages, representing some 3.5 million r emote ag rarian w orkers. Internet infrastructure provider n-Logue focuses specifically on under served rural villages. N-Logue installs Internet kiosks via satellite access that serve as the village hub for e-mail, photos, Thanks to infrastructure improvements, more sophisticated advertising is finding its way to the rural audience. and w eb access. A cr itical link in r ural marketing has become the thousands of emerg ing women's Self Help Groups. The name is misleading given that netw orks of these g roups have become incredibly important bridges between microfinance finance institutions and the de velopment of marketing-driven business models.

creative & messaging

Rural mark eting ne wcomers who simply tak e urban messages and translate them for use in remote villages quickly find the considerab le baggage these ads carry. Developing messages that resonate acr oss the huge and widely disparate rural languages and cultur es is analo gous to global adv ertisers determining the highest common c reative denominator across b road nternational geographies.

Subtle or urbane humor or slick technolo gydriven elements r isk a disconnect with the agrarian lifestyle . Ads with hea vy cop y can immediately limit themselves by high illiteracy rates.

Ads tend to be short and punchy with a heavy reliance on unambiguous g raphic elements. Billboards, wall paintings, gateway style banner s, and radio r emain staples for r eaching the r ural audience. The pr oduct v an still r emains the indispensable tool for introducing consumers to a brand and its attributes.

Cinema v ans and tele vision kiosks at the village meeting enable movie and TV stars to be integrated as cr eative elements in man yr ural advertising campaigns. But to reinforce the wide variance on what deter mined celebr ity status, it was found that whether an actor w as ter med superstar vs. megastar can e ven be hotly debated on a village-by-village basis.

Thanks to infrastr ucture improvements, more sophisticated advertising is finding its w ay to the rural audience . Infomercial and pr oduct demo DVDs, broadcast advertising, and streaming video are being crafted specifically with di verse r ural audience messaging.

Centuries of tr ibal comm unications have provided the r ural mark et a jump on b uzz marketing techniques. Increasing n umbers of younger r emote villagers are becoming ab le to work or study in neighbor ing villages. The word-of-mouth effect beg ins when t hey r eturn with newly found products and stor ies of what's cool in the outside world.

Frank Cutitta is chief executive officer of The Center for Global Branding.

FINDINGS

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examining trust

Trust has different meanings in different countries, according to *Reader's Digest's* 6th European Trusted Brands survey.

When consumers in Portugal are asked about the most important criterion they use to determine trust, "responsibility to the environment" got the most votes there, while consumers in Russia cited "value for the money."

These findings have emerged from the sixth *Reader's Digest* European Trusted Brands survey, which seeks nominations for consumers' most trusted brands across a wide range of product categories from analgesics to kitchen appliances. After identifying their trusted brands, respondents then rate them against the criteria of quality, value, image, and understanding of customer needs.

This year 25,434 people in 14 European countries participated. Across all countries and all product categories, information for more than 112,000 different brands was collected and analyzed.

During the six years that the survey has been executed, only

two brands, Nivea and Nokia, can claim to be Europe's most Trusted Brands. Both achieved the No. 1 position within their category in each of the 14 countries where the survey took place. Nokia has remained Europe's most trusted brand of mobile phone handset since the survey began in 2001, and for the first time in 2005 Nivea was voted the most Trusted Brand of skincare.

Visa (winner in 13 out of 14 countries) remains Europe's most trusted brand of credit card, topped only in Hungary by MasterCard.

Although brands do not make sudden shifts from one year to the next because consumer trust is hard to win and easy to lose, says Gavin Murray, strategy director at *Reader's Digest*, there are some noticeable trends taking place in the car category.

"Toyota is only most trusted in Switzerland and Finland, but in a number of European countries, it is closing the gap, and I wouldn't be surprised if it achieves a more prominent position in the future."

For example, he notes in the Netherlands, Opel is the most trusted brand with 11.6% of the vote, but Toyota has 11%, and over the last few years has closed the gap considerably."

Other questions were aimed at finding out who consumers were likely to trust for advice on making important decisions about how to spend their money. The survey found that they rely on many different sources of information and advice, but a popular celebrity is unlikely to be one.

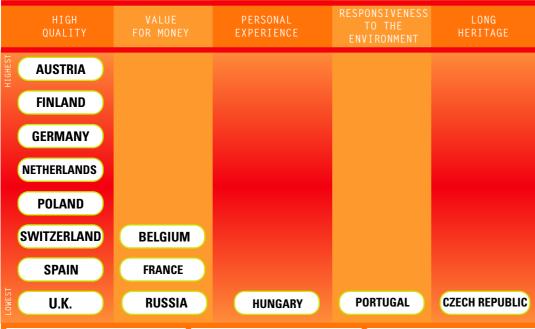
In the survey, respondents were asked to imagine themselves in four different purchasing scenarios—from buying a new car to deciding which household cleaner to use. Given a list of 16 potential sources of information they indicated who, or what, they were

MOST TRUSTED BRANDS ACROSS EUROPE

| Number of countries in which this brand was No. 1 | Brand Name | Category | | |
|--------------------------------------------------------------------------|-----------------|----------------------|--|--|
| 14 NIVEA | | Skin care | | |
| 14 HOHIA | | Mobile phone handset | | |
| 13 VISA | | Credit card | | |
| 10 CANO | | Camera | | |
| 10 KELLOGG | | Breakfast cereal | | |
| 6 | ARIEL | Soap powder | | |
| 6 MIELE | | Kitchen appliance | | |
| 6 | HEWLETT-PACKARD | PC | | |
| Source: <i>Reader's Digest</i> Most Trusted Brands (in all three charts) | | | | |

FINDING 5

HIGH QUALITY IS THE MOST IMPORTANT CRITERION OF TRUST IN 8 OF 14 COUNTRIES



likely to trust for advice in each situation. The scenarios included examples of potential high- and low-risk decisions, both financial and personal. The 16 sources they might turn to included manufacturers, professionals, friends, and neighbors plus the media. Respondents could indicate as many options as they wanted. Celebrities did play a role in some situations. For example, when buying a new car, people in Poland are more likely to trust the advice of a relevant celebrity than an institution, such as a motor ing organization. The reverse is the case in Germany and Spain where "relevant celebrity" ranked 15 out of 16, and only "popular celebrity" had fewer votes. In the 14 countries included in the study, people are most likely to trust a professional for advice. This was especially significant when deciding on the most appropriate diet plan for weight loss. Across all countries 72% of people agreed they would consult someone like their doctor before embarking on a new regime.

CATEGORIES WITH THE MOST MULTI-COUNTRY WINNING BRANDS

| Category | Number of different brands chosen as 'most trusted' in at least one country | Brands winning in more than 3 countries |
|-------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------|
| Mobile phone | 1 | NOKIA |
| Skin care | | NIVEA |
| Credit card | 2 | VISA |
| Breakfast cereal | | KELLOGG |
| Camera | 4 | CANON |
| PC | | HEWLETT-PACKARD |
| Soap powder | 6 | ARIEL, PERSIL |
| Cosmetic | | AVON, NIVEA, YVES ROCHER |
| Hair care | 7 | L'OREAL, PANTENE |
| Car | 8 | MERCEDES, VOLKSWAGEN |
| Kitchen appliance | 9 | MIELE |
| Pain relief | 11 | ASPIRIN |
| Vitamins | 11 | CENTRUM |
| Mobile service provider | 11 | ORANGE |
| | | |

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rising readership in asia

Readership of international business publications is on the rise in Asia at the same time that Internet media usage is increasing.

Readership of international business publications is on the rise in Asia at the same time that Internet media usage is also increasing.

Overall readership was up for the first time in several years, according to Ipsos Media's ABRS, an every-other-year survey of the continent's top business executives' media habits, consumption, and buying power.

Despite the fact that the Internet is changing the way some gather business news—37% say it has changed the way they use publications—they are still spending time with traditional media. While 74% of executives questioned agree that the Internet is good for business news updates, up three percentage points since 2004, and 61% spend more time reading business information on the Internet than in the past, online information is still seen as a supplement to printed media. Some 71% believe a Website is an important part of a business publication's overall offering.

"What we are seeing is a desire for richer sources of knowledge and business information drawn from both print and online," said Simon Staplehurst, associate director at Ipsos MORI Media.

High level executives across Asia are more likely than not to be involved in international business. Some 77% claimed having an international perspective was important to them. These executives are also frequent international travelers for business and pleasure, with 47% having taken six or more trips in the past year. Despite their seniority, just over half are not using business or first class as their class of choice. Some 54% had the latest WAP/GPRS/MM messaging technology on their phones; similar numbers own portable laptops or notebook computers. Their list of possessions reads like an

upmarket shopping catalogue: 21% have LCD televisions; 7% own a Blackberry; 29% own an iPod or MP3 player.

A penchant for enjoying leisure time is evidenced in the way Asian business leaders spend their money. Some 23% enjoy sports club memberships, and 18% are members of a golf club; 31% have taken a holiday in the last 12 months that cost US\$1,500-US\$2,999 per person, while 13% have spent more than US\$3,000 per person.

The survey had a sample size of 5,507 in eight countries, representing 231,345 senior business executives in the region.

Average Issue Readership of International Titles

| | | 1000 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------|
| and the second se | ABRS 2006 | ABRS 2004 |
| Daily Titles | 2000 | 2004 |
| The Wall Street Journal Asia | 20% | 16% |
| Financial Times | 7% | 6% |
| International Herald Tribune | 7% | 8% |
| USA Today | 3% | 2% |
| | | |
| Weekly Titles | | |
| Time | 19% | 18% |
| Newsweek | 18 <mark>%</mark> | 17% |
| The Economist | 15% | 10% |
| Yazhou Zhoukan | 6% | 8% |
| | | |
| Fortnightly Titles | | |
| Fortune | 15% | 15% |
| Forbes | 13% | 10% |
| and an and an and an | | |
| CALL CONTRACTOR CONTRA | | |
| Monthly Titles | | |
| MonthlyTitles National Geographic | 17% | 14% |
| MonthlyTitles National Geographic Reader's Digest (English) | 17% 16% | 14% 14% |
| National Geographic | 16% 9% | 14% ያ% |
| National Geographic Reader's Digest (English) | 16% 9% 8% | 14% |
| National Geographic Reader's Digest (English) CFO Asia | 16% 9% 8% 8% | 14% 9% 8% 7% |
| National Geographic Reader's Digest (English) CFO Asia Harvard Business Review | 16% 9% 8% | 14% 9% 8% |
| National Geographic Reader's Digest (English) CFO Asia Harvard Business Review Reader's Digest (Chinese) | 16% 9% 8% 8% | 14% 9% 8% 7% |
| National Geographic Reader's Digest (English) CFO Asia Harvard Business Review Reader's Digest (Chinese) Business Traveller | 16% 9% 8% 8% 6% | 14% 9% 8% 7% 6% |

Top 20 TV Programs

| TV PROGRAM | PERCENT |
|----------------------------------------------------------------------------|-------------|
| CNN Today (CNN) | 34% |
| World News (CNN) | 30% |
| World News Asia (CNN) | 24% |
| BBC World News (BBC World) | 23% |
| World Sport (CNN) | 19% |
| Your World Today (CNN) | 17 % |
| Asia Today (BBC World) | 15% |
| Business International (CNN) | 15% |
| Asia Business Reports (BBC World) | 13% |
| World Business Report (BBC World) | 13% |
| Sport Today (BBC World) | 11% |
| The Evening News (BBC World) | 11% |
| Managing Asia (CNBC) | 9% |
| The Tonight Show with Jay Leno (CNBC) | 9% |
| HARDtalk (BBC World) | 7% |
| Asia Market Wrap (CNBC) | 6% |
| Bloomberg World Financial Report | F.84 |
| (Bloomberg Television) | 6% |
| Asia Squawk Box (CNBC) | 5% |
| Bloomberg LIVE! with Catherine Yang & Bernard LO (Bloomberg Television) | 5% |
| Money & Politics (Bloomberg Television) | - 5% |
| | |

talking to women

Women across Asia are in

With women across Asia becoming more independent, one question that arises is whether advertising is keeping up with changing attitudes in the region.

B Y G I L L E M L A W S O N A D S U N A N D A B R A H M A

What is it that I can do beyond being married?

transition, both in terms of their position in society and in the way that they see themselves. In a general sense, women are feeling smarter, are more discerning, and have different expectations from previous generations. They are more confident about their femininity and are looking for ways to be independent while existing in a male-dominated, often traditional world. This is most pronounced for women under 35 (married or unmarried) with an above-average education. Within this group, some women are more at the leading edge of change than others. However, it is very clear that the ideas are making an impact across different social strata and age groups.

Against this backdrop, Research International carried out a study, "Communicating with modern urban women in Asia" to gain a better understanding of how women in Asia see themselves now and to see if marketing communications had changed accordingly. The aim was to determine what worked or didn't work when communicating with women in order to help marketers find fresh perspectives when engaging with this important consumer group.

more to life than marriage—looking for greater independence

Research International met with 80 female consumers in Bangkok, Mumbai, Shanghai, and Singapore in addition to 15 highly-educated women in a range of professional fields, described as experts. Of the markets included in the study, Singapore is traditional and hierarchical and is a place where women believe they have been very successful. In both Thailand and India, women tend to have very similar views, expressing a very strong desire for greater independence and individual expression.

Women are looking for more than marriage. A respondent in Thailand captures this feeling: "If (she's) happy with a good career and with good friends, there's no need to get married just because society says she should," a feeling echoed by a another consumer in India who says, "A woman can be confident on her own today; now you see young women asking themselves: 'What is it that I can do be yond being married.''

The study shows that the notions of family and social responsibility still dominate in China and a desire for independence is less than in other Asian countries. However, this is changing. A Chinese expert taking part in the survey says, "Women aged 20-25 are the first only-child generation. They are thinking very differently. They'll be more self-dependent and will (value more) self improvement."

Many women, both the experts and consumers, across all markets spoke in varying degrees about the importance of financial independence from men. In Singapore, women are already relatively financially independent and are freer to consume as they please. Young working women in Thailand talk about the "third wallet" in a relationship that covers familial expenses, the other two being entirely private. Women in Thailand

and India say that they hide money away for a rainy day. This is a symptom of women now seeing spending as not always being about the family, but it is also symbolic of their need for independence and also greater security. Many respondents speak about how things may not be forever and about an inherent risk in relying entirely on a (male) partner's income. There is less evidence of this behavior in China, where the power of family and social responsibility still dominates, but the desire is clearly expressed.

There appears to be a link between a rise in the desire for financial independence and materialism. Women in China, India, and Thailand feel that they have become more materialistic, following in the footsteps of women in Singapore, and that they are now freer to consume for themselves. Modern Asian women want to distance themselves from a simpler, more basic, and rural past and are embracing what they see as sophisticated, urban purchases such as hair color products, cosmetics, skin whiteners, and plastic surgery.

a new feminine role model

The study found that traditional views of femininity (as defined by men) are being

replaced by a much more self-confident and in many cases individual view. "I want to look good and feel good in my own way-not like some 15-year-old model," says one of the consumers in Thailand. Femininity is now about self-expression, happiness, and a sense of purposefulness. The feminine ideal is based on strong character and achievement. There is a common trend across the markets of women rejecting past icons as being relatively superficial.

admiring a different kind of beauty

Women today look toward female role models who display a different kind of beauty based more on intelligence, real accomplishment, and a strong sense of individuality. In Thailand, for example, women admire Dr. Pornthip Rojanasunant, a forensic pathologist, and Jeab-Sopitnapa Chumpanee, actress, business woman, and magazine editor. Medha Patkar, a college lecturer and social activist, and Shabana Azmi, an actress and social activist, are identified as women to emulate.

With women seeing themselves more as freethinking, modern individuals who will make their own decisions, they are turning away from communications that patronize them and feature male authority figures. While some advertisers are aware of the shifts in attitude and are attempting to make real connections with women, Research International found that many brand owners are failing to engage female consumers with their communications. Marketers are continuing to present women in traditional roles and to focus on old clichés, resulting in the alienation of many female consumers.

Consumers in Thailand talk about the contrast between advertising that tries to treat them as stupid and that which appeals to a smart, discerning woman. Women across Asia appear to reject being portrayed as being unable to solve problems or ads which exaggerate benefits, for example, ads for household cleaning or beauty products. One respondent says, "soap cannot help you to become a better daughter, mother, or wife...only you yourself can help you become all of those." There is a constant rejection of claims that are beyond the realm of believability or those that raise questions about ethical issues and about the delivery of promises in dependable ways.

women are critical of specific ads

Advertising for products for slimming, body enhancement, and skin improvement were singled out for particular criticism. Women also spoke negatively about the over-reliance on clichéd Cinderella plots in advertising.

Women in China speak positively of the Nike ad that portrays a modern, confident, and successful woman. In India, women in the survey highlighted advertising that presents a positive spirit of independence within the domain of a housewife's life. The Whirlpool "mum" is regarded very positively: "The Whirlpool mum gives you the feeling, don't worry, I am there. ... She is bubbly and has a bag of answers for all problems."

The message to advertisers is that women in Asia will respond positively to communications which (1) lets them come to their own conclusions; (2) acknowledges that they are intelligent, optimistic and purposeful; and (3) inspires.

The two authors, Gillem Lawson and Sunanda Brahma, led the research on this Research International project. Lawson is director for innovation, Asia Pacific. Brahma is research director.

transcending the traditional definition of the 'ad agency'



Today, our industry is in transition, and the old definition of "ad agency" no longer suffices. I would like to share with you a Japanese perspective on what it means to be an advertising agency at this time of rapid economic and technological change. I will [explain] how Dentsu has defined itself for generations and how our definition of ourselves is evolving. I [will] also share some ideas on where we are going as an industry and how we might frame the debate on the role of the advertising agency in today's economy.

Let me rephrase that. I mean the role of the advertising **company** in today's economy. You see, we no longer call ourselves an advertising **agency**. For some time now, we have been referring to ourselves as an advertising **company**.

Are we, indeed, in the "advertising business," as it is often narrowly defined? Or are we, in fact, in the "communications business"?

We attempt to influence perceptions and feelings and, ultimately, actions on behalf of our clients through words, images, and, most importantly, ideas. But what we used to do with a 60-second spot or a print ad might now be best accomplished with a "pod-cast" or by creating the content of an entire program. On the other hand, we are still advertising professionals in the classic sense of the word; that has always meant that we are creative risk-takers. Our clients hire us for our creativity, to help them think beyond what they can imagine for themselves. But today, our creativity and strategic thinking must extend very much to the medium, not just the message.

"Full service.""One-stopshopping." "Integration."

These buzzwords are now commonplace in our industry. We continually ask ourselves: are we delivering on the promises inherent in these words?

To continue to flourish now and into the future, we must deliver on these promises. And at Dentsu, our path to the future is founded on four k ey insights: client insight, media insight, consumer insight, and finally, insight into society itself.

...Staying ahead of clients' and consumers' expectations [is] perhaps our most valuable heritage. For example, we partner with leading portals and communications companies to help clients communicate to increasingly segmented audiences in real time online An edited transcript of the speech o Dentsu President-CEO Tateo Mataki made at the the 40th International Advertising Association World Congress in Dubai.

and through hand-held devices such as smart cell phones. Dentsu research has found that Internet advertising sales in Japan surpassed radio advertising in 2004 and continued to grow by 55% last year.

Now let's address "consumer insight." We know it is vital to accurately identify upcoming consumer trends, so we conduct ongoing research to gain "consumer insights" that stay ahead of the cur ve. While we gather insight on the thinking and actions of individual consumers, we also keep an eye on where consumers are headed as a group. This is what we call "social insight."

Our underlying belief in "social insight" is that the advertising industry cannot flourish without a vibrant society and that society cannot be truly vibrant without a flourishing advertising industry. Dentsu actively promotes a vibrant society through the creation of exciting entertainment and sporting events that give consumers fresh new ways to experience client services and products.

We helped stage the Aichi Expo 2005 in Japan, which ended its run last September with record crowds. We also manage sponsorships for such global sporting events as the Olympic Games and FIFA World Cup soccer. We believe in the strategic value of content marketing for several reasons: First, for the immediacy of spectacle; second, for clear audience segmentation and targeting; and finally, for the multidimensional opportunities for brand interaction. Nothing can beat the excitement of a game-winning goal in the FIFA World Cup or the spectacle of the Olympic Games when driving home a brand message, which further strengthens the emotional bond between consumers and the brand.

Dentsu also helped create feature length films like the award-winning "Spirited Away" by the brilliant director Miyazaki, as well as Zatoichi," which I hear has reached cult status in some parts of the Western world.

Delivering value—let's consider that expression for a moment. Delivering value is not about simply pleasing a client. Value means providing such a level of knowledge and experience that clients, as well as media, consumers, and society, know they cannot find

anywhere else.

Can't the value we create also contribute to the good of society as a whole? It may sound overly optimistic, but I believe that by creating excitement and happiness that can be shared around the world, we can help bring people closer together and even, in a small way, bring the world a step closer to peace.

Where do we go from here? It's a question all of us have to consider, and the reason why we have flown here to Dubai from all points across the globe. We have some pretty definite ideas for the future. They fall into four key areas: content, Internet (especially wireless), marketing services, and cultivating new frontiers in Asia.

We will continue to be proactive in driving the creation and delivery of content. In a DVR world, our messages have to be marketed as entertainment, not those 30- or 60-second intervals you delete from your favorite show. This demands great content that is fully integrated into the medium.

We foresee growth in mobile advertising and wireless communications through cell phones and other handheld wireless devices. With 3G technology taking hold in Japan and elsewhere in Asia, we can deliver vibrant, timely and extremely targeted messages to consumers, often right at the point of sale . And who knows what new technology will arrive tomorrow to once again repaint our media environment? What we do know is that as the media environment becomes ever more complex, there will only be even greater need for skilled media planners.

I share the view of other industry leaders that marketing services disciplines such as sales promotion, PR, and research will come to play a bigger role in the future. Clients will continue to seek the most efficient communications with consumers at multiple touch points. It cannot be overemphasized how the industry will become less dependent on advertising. It is "total communications services" that clients will seek more and more.

And, of course, we cannot talk about the future without taking note of the next frontier: Asia, such as China and India. In these markets, our clients' businesses are growing rapidly, and the media will continue to develop. As consumers' tastes become more cultivated, there will be increased demand for high quality content.

So what does all this mean? We have a responsibility to adapt and learn while staying true to the fundamentals of the advertising business—be creative, be strategic, and deliver value to our clients, the media, content holders, consumers, and shareholders.

We understand that change happens faster today than ever before, and while this is challenging, it also offers great opportunities. I believe there is nothing we in the industry cannot achieve if we bring creative and strategic, thinking to bear on our clients' business needs. We have the opportunity to embrace the changes brought by technology. The opportunity to stay true to our core values of creativity and risk-taking. The opportunity to remain relevant to our clients' business strategies and, in turn, attract the brightest talent so that our industry continues to flourish. In short, we have the opportunity to transcend the old definition of the ad agency to create a vital new roadmap for the future.

The 2006-07 IAA Worldwide Membership Directory

3,500 Members 56 Chapters, 76 Countries. One Book. The IAA Membership Directory is the networking source for the International Advertising Association's global membership of senior level marketing communications executives. With a distribution to over 3,500 members in 76 countries, it is a constant r efference book used throughout the year and will serve your company with incr eased exposure month after month.

To Advertise:

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Challenge of Change

As advertising executives from 67 countries mingled on the lawn at Media City for the opening night event of the 40th International Advertising Assn. World Congress, they embarked on a three-day "marketing of Dubai" journey.

It was clear from the illuminated logos on the surrounding buildings that some of the world's most prestigious news organizations use Dubai as a regional broadcast and reporting center.

The Emirate recognizes the influence of the media to create a positive image for investment and tourism, and the impact was not lost on any of the 2,000-plus congress delegates. Similarly, the congress dinner at the construction site for a new Emirates terminal underscored how locally-based Emirates Airline, which recently purchased 45 new Airbus A380s, has expansion plans to insure that Dubai is a prominent regional transportation hub.

1 me

Given that an apparent 25% of the world's cranes were being used on construction sites throughout Dubai, it was clear to delegates that they were watching—rising from the sand—the rapid development of a modern city, complete with working infrastructure, that wanted its place on the geo-political map.

Sheikh Ahmed bin Saeed Al Maktoum, president of the Dubai Department of Civil Aviation and chairman of the Emirates Group, opened the Congress by saying, "Excellence in communications is one of the key components of the future of Dubai and the future of this region....We have to develop our image, one that accurately reflects who we truly are and what we do here. We have to channel that image, to ensure it reaches as many people as possible. And then we have to listen."

Delegates were not only intrigued by the "marketing of Dubai" but pleased with the running of the Congress and the involvement of the country's leaders. His Highness Sheikh Mohammed bin Rashid Al Maktoum, U.A.E. VP & prime minister and ruler of Dubai, who served as patron of the congress not only cut



the ribbon to open the exhibition hall but chatted amiably with participants. The blending of myth and reality of the local royalty (Sheikh Mohammed drove himself—*sans* chauffeur—to and from the congress in a Land Rover) also had its effect on the mood of the Cong ress and intrigue about the setting. All of this was reinforced by a night at the Margham Deser t Camp, a spectacular celebration of Dubai's earliest Bedouin traditions complete with camels, falcons, music, dancers, fireworks, and carpets and cushions on the sand with low tables for dining.

Despite the glitz, there was substance in the presentations and conversation. Joseph Ghossoub, new IAA chairman and world president, used the Congress to draw parallels between the host city and the IAA. In his welcome address, he said, "The IAA has more in common with Dubai and the Arab world than you could imagine. Both of us need to reinvent ourselves, and each of us can learn from the other."

He continued, "The IAA needs to re-brand and stay relevant to its membership.... In many ways we can take inspiration from Dubai which is constantly re-forming,

re-energizing, and reinventing itself."

Ghossoub also announced that his presidency "is not mine alone but a beacon for the Gulf, the Middle East, and an opportunity for all who practice in the region to talk to the world and an opportunity for all of my colleagues from around the world to talk to us."

In perhaps the most controversial address, Obaid Humai Al Tayer, president of the Dubai Chamber of Commerce & Industry and managing director of Al Nisr Publishing, publishers of Gulf News, talked about Western stereotypes of the Arab world, recent changes in the Arab media, and how democracy was coming to the region.—Deborah Malone •

His Highness Sheikh Mohammed bin Rashid Al Maktoum, U.A.E. VP & prime minister and ruler of Dubai, participated in the ribbon-cutting ceremony with Joseph Ghossoub, IAA chairman & world president.

PEOPLE AND PLACES

- Carla Michelotti, both Leo Burnett
- Matt Findal-Hawkins, Nikkei Business Publishing; Bernard Kedzierski, K. Media; Frederic LaHalle, Affinity Media; Michael Karnig, Karnig4Media.

- 5 Stuart Wilkinson and Glenn Hansen, both BPA Worldwide.
- Fernando Mariano, Multimedia.
 Khamis Al-Muqla, Gulf Saatchi & Saatchi.
 Allen Rosenshine, BBDO; Marcio Moreira,
- 9 Vivienne Davidson, Intermedia; Hamish
- Carat International; Olivier deMontchenu,

















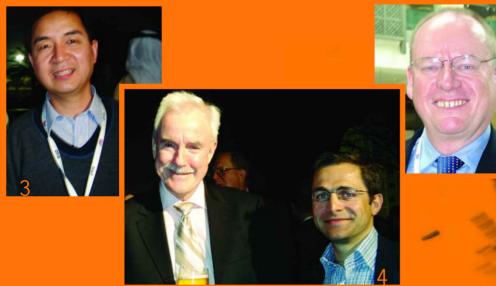












- Ian Fairservice, Motivate Publishing.
 Osamu Nishimura and Tomokazu Jimbo, both
- Hakuhodo. 9 Mike Hewitt and Rufus Olins, both Haymarket.









PEOPLE AND PLACES

DUBAI ROYAL CUP with BBC 1 Nancy Clark, Emirates Airlines; BBC World offered guests from three continents a glimpse of British style while enjoying "the sport of kings" at the horse race that claims the largest winner's purse on record. (All photo identifications 4 Carolyn Gibson, BBC World; Jorge from left.)

Adrian Smith, Mediacom U.K., and Helen Smith; Suzie Hardie, Emirates Airlines.

- 2 Georgina Hickey, Carat International.
- 3 Ian Ferguson, Etihad Airways.
- Irizar, MPG Paris.
- 5 Raja Trad, Leo Burnett; Deborah Malone, inter national ist; Michael Lee, IAA.





GREY HAS 'EYE ON ASIA'

Grey Global Group launched research on the lives and aspirations of urban Asians at the Asian Civilization Museum in Singapore. Mike Amour (above r.), chairman-CEO, Grey Global Group Asia Pacific, participated in the presentation attended by clients and agency staffers, including Grey's Subba Raju (r.) and Novartis' Vivek Kamath (far r.).



INDIA DAY IN NEW YORK

Members of the IAA-NY chapter gathered at the Indian consulate to hear more about "Incredible India!"—the new global ad campaign to attract visitors to the country. (All photo identifications from left.)

- 1 Andrew McLean, Mediaedge:cia; Neelam Deo, Indian consul general in New York; Mark Ingall, Citihank
- 2 Judy Hu, GE.
- 3 Mary Alice Kerwin, The Economist; Nick Holmes, Whitney Museum; Paula Rolleston, Yahoo.







STYLE IN LONDON

The Wall Street Journal Europe celebrated the launch of its new magazine, called Style. (All photo identifications from left.)

- 1 Dimitri Lezinska, Grey Goose; Jens Horneman, Luisa Norfolk, and Marion Chauland, all Privatsea.
- 2 Antonia Sharpe and Noreen Dooner, both Barclays Capital; Tracey Lehane, Dow Jones International.
- 3 Stuart McLennan, Dow Jones International; Jenny Naylor, One&Only Resorts; Piers Noller and Ximena Gomez-Olivera, ZenithOptimedia International.



ICOM MEMBERS TAKE MIAMI

ViVA Partnership welcomes ICOM members to its Miami offices as host of the ICOM 2006 International Management Conference. From I. Linda Lane Gonzalez, ViVA; Meltem Gurler, Fikir Merkezi, Istanbul, which has been selected as the host for the 2007 ICOM global meeting; and Iñigo Muguiro, Veinte Segundos, Madrid.

> Frank Weyforth (r.), president of ICOM global network, presents Patrick Walhain (far r.) , Dassas Group, Paris, with the first International Business Builder Award, given to the member who has contributed most to building the network's business.



WORLD CUP

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The FIFA World Cup taking place in Germany in June is attracting millions of viewers the world over. The 15 global sponsors are tying in to the games in a variety of ways. Among those with television commercials are Continental Corp. advertising its tires, Gillette advertising its M3 Power Nitro razor, and MasterCard.



75%-90% China ElSalvador Venezuela 50%-75% Bolivia Brazil Chile Costa Rica Germany Hong Kong

Hungary Panama Thailand Ukraine 25%-49% Argentina Denmark Indonesia Italy

Japan Malaysia Mexico Peru Turkey 10%-25% Australia

Belgium Colombia Dominican Republic Finland France Poland

Spain Sweden U.K. ESS THAN 10% Canada Norway Pakistan ICOM SURVEY FINDS WORLD CUP DOMINATING ADVERTISING & MARKETING ACTIVITY IN SOME COUNTRIES JUST PRIOR AND DURING THE EVENT









football fever. priceless











WHAT'S IN MY TRAVEL BAG?

Charlie Rudd

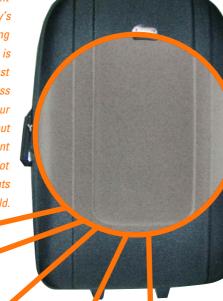
DEPUTY MANAGING DIRECTOR BARTLE BOGLE HEGARTY

GYM STUFF

I always try to get to the hotel gym at least once while I'm away. Traveling, sitting in day-long meetings, and formal dinners make me restless. I feel a lot fresher after the gym.



I have always traveled a fair amount with my job; our agency's distinctive approach to developing international communications is based on having fewer offices (just six), less overhead, and less inter-office rivalry than our competitors—all good stuff—but this puts an onus on account men like me to spend a lot of our time seeing clients in various parts of the world.





THE WEEK

I love this magazine and have been reading it since it started. Light relief from working on the plane and easy to read while standing in the queue for passports.



BRAZIL GUIDES

My wife bought these for me when we won the Lever Omo account in anticipation of all my trips to São Paolo. They're still unopened in my briefcase! I haven't had time to sample all the delights of Brazil yet but hopefully I will get to explore at some stage.

PRESENTS FROM KIDS

My boys, Oliver and Toby, like to give me presents when I go away. To my clients, it just looks like rubbish cluttering up my briefcase; to me they are extremely important documents.





PHONE CHARGER

I hate not being contactable. I find it so frustrating that so few phone chargers are adaptable to other phones so I always take my Sony Ericsson charger with me (complete with adapter). With it, I never have the horror of the low battery bleep.

tell us what's in your bag, send submissions to editorial@inter-national-ist.com.

Barcelona is all about the boulevards. Many a summertime poet has strolled these broad and leafy conduits, searching for the city's soul, only to find that the best way is to stop and have a seat. Sidewalk cafés abound, and it is here that the life of the city takes shape: Barcelona provides the best people watching in Europe. (One exception: Las Ramblas,

famous icon of Barcelona postcards and home of unemployed street mimes.)

hola!

culture.

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Only a city this great could have an airport this annoying. Arrivals is fine, but the car rental locations are in the departures terminal, so depending on where you arrive, you may find yourself in for a long and confusing trek to reach your car. Bag it, and take a taxi—it's about €30 into the city. In the center, you can get around quite easily, especially if you don't mind hoofing it. If you want a Mercedes and private driver. dial 34-93-307-0707 to get a radio pickup at reasonable rates.

accommodations

Barcelona hits its stride in the summer, so you and everyone else will be vying for the best hotels. Consider the Hotel Pulitzer and the Hotel Majestic, both perfectly located and supremely interesting. The Pulitzer features the best lobby scene in the city and rolls with a contemporary art vibe. When you book, ask for Susana Mari, the hotel's general manager, to see about an upgrade, as the normal rooms are small. For the real experience,

 check out the Hotel Majestic, located right on the Passeig de Gracia, the grandest of
 Barcelona's boulevards. The

Majestic is pleasingly eclectic and features a hot rooftop pool with great views of the city. You can walk to most locations, and the only thing that will shock you is the color palette of the room interiors—bright and cozy to the point of nausea. But it grows on you after spendng a day or two perched on the balconies overlooking the Passeig de Gracia.

If you're broke, may we suggest the lovely Barri Gotic area, the gothic quarter of the city with a maze of winding alleys and cheap rent. It's actually kinda cool, especially if you like feeling arty. The quality of the establishments varies, so the operative words here are "locally authentic experience." Just wander, you'll find something.

all about the wander

Spend some time walking the city, and you will find pockets of great cafés and restaurants situated along the major avenues. Tapas are everywhere, but probably the best spot is Quimet & Quimet, a large casual tapas bar located in Poble Sec. Like many tapas bars, Quimet & Quimet is open late, (serving until midnight) and is a great place to refuel before a big night on the town. Across town, Santa Maria takes the tapas concept upscale and is always packed. The chefs here are trained by famed Spanish food guru Adrian Ferra, which means that the cuisine will surprise you. "That's tapas?" is often

heard at some point during the evening, so just make sure you're in on the joke.

mad about futbol

Barcelona is sports mad, and there is nothing better than catching a game of football to see Futbol Club Barcelona at Camp Nou, the second



largest football stadium in the world? Remember the passion that comes to mind when you think of a classic Spanish bullfight? Try it with 100,000 fans, and you get something approaching a football match. Play is usually on Saturday evenings; you can book tickets at www.barcelonatickets.com. The stadium is just 3km north of the Ramblas, so the best way to get there is by the metro.

Best of all, you can party after the game all you want at Av. Diagonal, one of the city's best nightlife districts.

world class beaches

After all that action, it helps to remember this is also one of the world's areat beach cities. ranking with Sydney, Capetown, Miami, and Rio de Janeiro. That means the beaches are packed in summer, and the water leaves something to be desired. But where else in Europe can you work all day, eat all night, and walk out from a nightclub at 11am straight onto the beach? Try the Barceloneta beach for atmosphere and food options, and San Sebastian beach

> The charming Barri Gotic area is a maze of winding alleys.



for a more rowdy and traditional experience.

With all this action, it's no wonder that Barcelona is considered by many to be the main attraction for summer fun in Europe. Football, tapas, sand, and music are the rule here, but remember that first bit of advice—if you take the time to slow it down and wander the boulevards, you will be in for surprising and worthwhile treats.

That does not include Las Ramblas, so you won't be forgiven if you are caught doing photo-ops with a mime.

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