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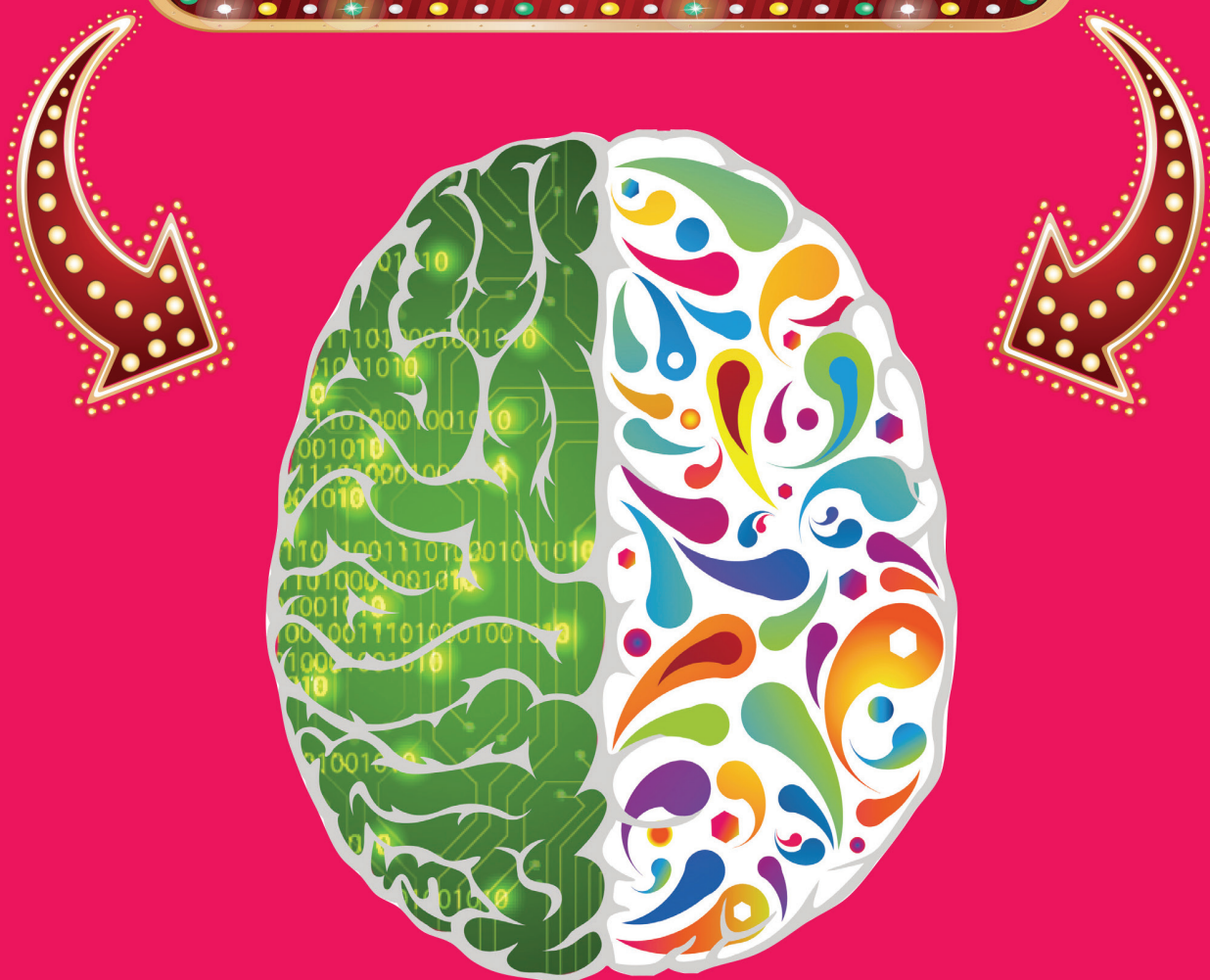
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A New View of Three Americas

Trends in Payment Terms for Marketing Services

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DEPARTMENTS

STAFF

deborah malone FOUNDER deborah.malone@the-internationalist.com

amanda crowley CONTRIBUTING EDITOR amanda@internationalistmagazine.com

les margulis CONTRIBUTING EDITOR les.margulis@internationalistmagazine.com

allyson stewart-allen CONTRIBUTING EDITOR allyson@intermarketingonline.com

marcelo salup CONTRIBUTING EDITOR marcelo.salup@internationalistmagazine.com

harrison love MEDIA COORDINATOR & POST PRODUCTION EDITOR harrison.love@the-internationalist.com

erin oates EVENTS MANAGEMENT erin.oates@the-internationalist.com

peggy bloomer DESIGN DIRECTOR peggy.bloomer@internationalistmagazine.com

patti brown WEBMASTER webmaster@internationalistmagazine.com

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ABOUT THE INTERNATIONALIST

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



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Yes, Marketing Does Make a World of Difference....

I've recently felt a surge of industry pride at a number of events, awards, think tanks and dinners this autumn. I do believe that the business of advertising and marketing is growing wiser and more sophisticated.

To say that marketing has changed is an understatement. In the 20 years that I've been involved with this business, I've seen marketing evolve-- dramatically. Not only is it more critical to any organization, but it can literally do good, transform brand and consumer relationships through honesty and passion.... And even make a real impact on the world.

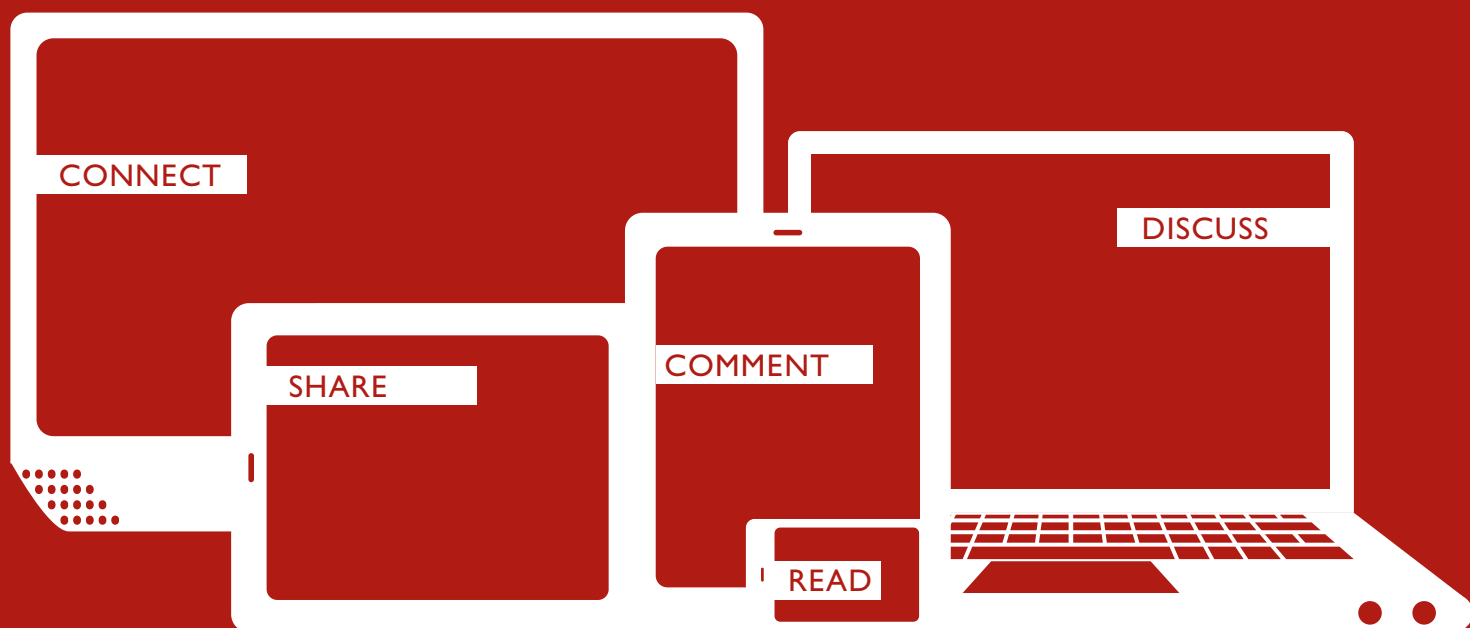
There's no question that today's transparent social media environment has radically shifted the rules of "doing good business." Responsibility and Transparency are now critical to how any brand or business plays its proper role in society.

I'm particularly proud of a new Think Tank series that The Internationalist has created in partnership with the ANA called Marketing Makes a World of Difference. This fast-paced breakfast series explores how brands are integrating doing good work that resonates with consumers as part of their business objectives and marketing plans.

More companies are embracing big, sustainable ideas that demonstrate true marketing innovation in an effort to deeply connect with their customers' passions and values. These ideas go beyond charitable giving, CSR programs, "green" initiatives or even cause-related ventures. They are simply CENTRAL to marketing ideals. When done right, business growth is often a result, as is making a world of difference.

This new way of working truly represents a global revolution in marketing objectives and possibilities. Who wouldn't be proud of that?

Deb Malone
Founder



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A New View of Three Americas

Key Regions Exhibit Distinct Personality Traits

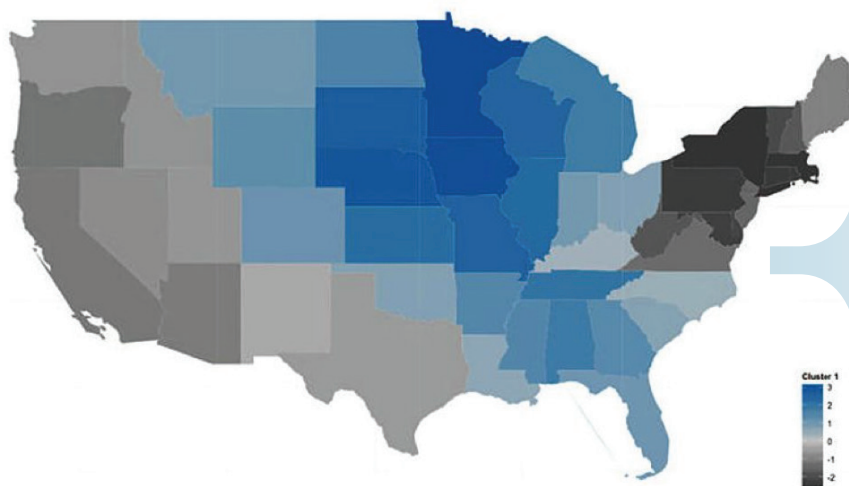
According to a new study of multinational collaboration from researchers at the University of Cambridge, the University of Texas at Austin, and the University of Helsinki, the United States of America may be divided by three different psychological profiles.

The paper, which was recently published in the *Journal of Personality and Social Psychology*, looked at 1.5 million responses gathered from five different online surveys and assessed respondents across five key personality traits: Openness, conscientiousness, extraversion, agreeableness, and neuroticism.

They then clustered the traits together to see which areas have the highest — and lowest — populations with these traits.

Three distinct regions emerged: the “Friendly and Conventional” states in the Midwest and South, “Related and Creative” states mainly on the West Coast, and the “Temperamental and uninhibited” states on the East Coast and in Texas.

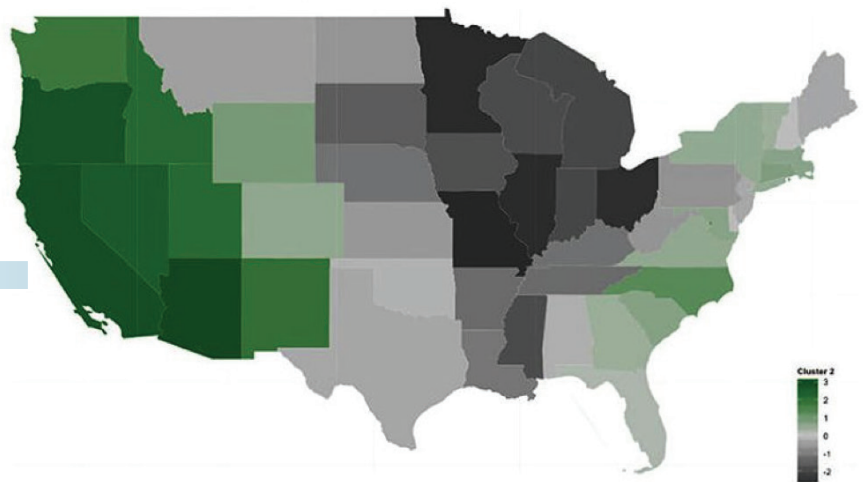
Friendly & Conventional Region



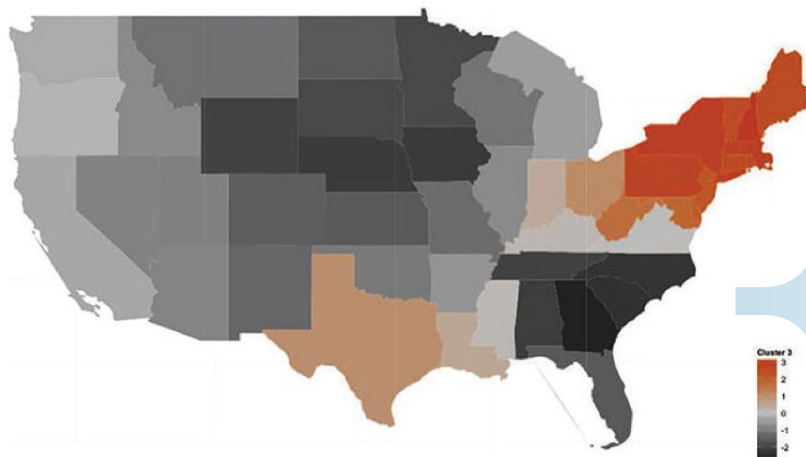
The Friendly & Conventional Region (Blue): “The region is defined by moderately high levels of Extraversion, Agreeableness, and Conscientiousness, moderately low Neuroticism, and very low Openness. This configuration of traits portrays **the sort of person who is sociable, considerate, dutiful, and traditional**, qualities that are also reflected in the patterns of correlations with the PESH indicators. This region comprises predominantly White residents with comparatively low levels of education, wealth, economic innovation, and social tolerance.”

The Relaxed & Creative Region (Green): “Comprises predominantly states along the West Coast, Rocky Mountains, and Sunbelt. According to the U.S. Census, states in this region are among the most popular destinations for people with college degrees and for non-Whites. The psychological profile of this region is **marked by low Extraversion and Agreeableness, very low Neuroticism, and very high Openness**. There are disproportionate numbers of non-White residents in this region, in addition to people who are wealthy, educated, and economically innovative.”

Relaxed & Creative Region



Temperamental & Uninhibited Region



The Temperamental & Uninhibited Region (Orange): “Comprises states predominantly in the Mid-Atlantic and Northeast. This region is made up of the quintessential Blue states. The psychological profile of the region is **defined by low Extraversion, very low Agreeableness and Conscientiousness, very high Neuroticism, and moderately high Openness**. This particular configuration of traits depicts the type of person who is reserved, aloof, impulsive, irritable, and inquisitive.”

For state by state details and more regional analysis, go to: “Divided We Stand: Three Psychological Regions of the United States and Their Political, Economic, Social and Health Correlates” online at <http://www.businessinsider.com/america-has-three-psychological-regions-2013-10#ixzz2iPFpROfi>



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Marketing Makes a World of Difference

Interview with Morten Albaek, CMO of Vestas on Wind for Prosperity

This November, **The Internationalist** and the **ANA/Association of National Advertisers** presented the first in a series of think tanks called Marketing Makes a World of Difference that enables marketers to learn more about programs that do good, transform brand and consumer relationships, and make an impact on the world at large.

Four extraordinary marketers of varied national origin from four different industry sectors discussed how they are helping their companies embrace big, sustainable ideas with innovative marketing strategies that connect deeply with customers' passions and values. These programs go beyond charitable giving, Corporate Social Responsibility projects, "green" initiatives, or even cause-related ventures. They are simply CENTRAL to marketing ideals and new business models. When done right, these initiatives result in growth and in literally making a difference in the world.

Today's social media environment with its constant sharing, commentary, advocacy and criticism has dramatically shifted the rules of "doing good business," and global marketing organizations must evolve to address new challenges and opportunities. The assumption of responsibility and the adoption of greater transparency are now critical to how any brand or business plays its proper role in society. This new way of working represents a global revolution in marketing objectives and possibilities.

The speakers included:

Morten Albaek, *Group SVP, Global MarCom & Corporate Relations for Denmark's Vestas Wind Systems*, outlined Wind for Prosperity, a new global initiative based on an innovative commercial business model to enter emerging markets and ensure long-term sustainable economic development by providing electricity to those without it.

Babs Rangaiah, *Vice President of Global Media Innovation & Ventures for Anglo/Dutch Unilever*, shared the next stage of the company's efforts to communicate its belief in

sustainable growth via the debut of "Project Sunlight."

Kieran Foley, *Group Marketing Director for Ireland's Digicel*, a global telecommunications company, discussed how the service provider does business in some of the world's poorest regions by recognizing its responsibility to build communities while delivering on its promise to "be extraordinary."

Albe Zakes, *Global Vice President of Communications for TerraCycle Inc.*, demonstrated how the innovative recycling company has grown to operate in 24 world markets with a \$20 million

annual turnover, thanks to smart PR initiatives and brand collaboration in today's inspiring social media world.

Vestas' Morten Albaek characterized this new way of thinking by describing it as "the intersection of capitalism and humanism." He added, "These projects go beyond CSR; they represent new business models. The role of marketing is still to create future demand for products and services. Today, marketing also drives new programs for new generations. Marketers must be at the forefront of the business-thinking 5, 10 or even 15 years ahead of the sales cycle."



Denmark's Vestas Wind Systems A/S, is the world's biggest wind turbine manufacturer. The company's inspirational CMO **Morten Albaek** had an insight last year that is now at the root of a ground-breaking corporate initiative to fight energy

poverty. He knew that approximately 1.3 billion people today live without reliable access to electricity. He also realized that Vestas has the ability to identify areas of the world where wind resources can be exploited at low cost in remote communities. Albaek and his team discovered that 50 million people are living in areas of high poverty with abundant wind resources. Wind for Prosperity was born when Vestas recognized that rural, off-grid communities could experience sustainable prosperity by harvesting the wind in

an economically-viable manner.

This November in New York, Vestas' Morten Albaek, in collaboration with the United Nations and Dr. Sultan Ahmed Al Jaber, Managing Director and CEO of Masdar, Abu Dhabi's renewable energy company, introduce the Wind for Prosperity initiative. Along with an esteemed panel including Professor Jeffrey Sachs, Director of the Earth Institute and Professor of Sustainable Development at Columbia University and Georg Kell, Executive Director of United Nations Global Compact (UNGC), these leading energy experts discussed poverty, electricity access, sustainable growth, and how other corporations can lend support.

The initial goal of Wind for Prosperity is to deploy wind energy that provides electricity for 100 communities or roughly one million people within the next three years.



Here is further Q&A with the innovative thinker behind this project, Morten Albaek:

What is Wind for Prosperity all about?

Wind for Prosperity is an innovative, commercially-based business model to bring affordable and reliable electricity to rural populations that currently lack it. Anchored on a wind hybrid power system, Wind for Prosperity creates a new opportunity for business, government, and financial institutions to combine their talents to improve people's lives and generate risk-adjusted returns for private investors. The Wind for Prosperity concept is

commercially-based and thus more sustainable than efforts based on philanthropy, traditional development assistance or CSR motivations.

How does it work?

Wind for Prosperity combines robust, factory-refurbished wind turbines with advanced diesel power generation to create hybrid systems that are well-suited for operation on mini-grids in remote locations with limited infrastructure. The turbines are easy to

transport and erect; and are reliable and easy to maintain. Vestas utilizes its huge data processing capabilities to identify energy-deprived but wind-rich areas where the hybrid power generation solution can be installed.

Where will the first projects be built?

The first Wind for Prosperity projects will center on up to 13 Kenyan communities that are home to more than 200,000 people. Work is progressing with the Kenyan Ministry of Energy and Kenya Power and Light Company to finalize the plans for deploying the first sites in 2014. The projects will supply electricity at least 30% below the current cost of diesel generation; and when fully implemented, will reduce diesel fuel use by more than 2,000 tons per year.

Additional opportunities are being explored in countries such as Ethiopia, Tanzania, Yemen, Pakistan, Vietnam, and Nicaragua.

Are Vestas and Masdar doing this for business reasons or charity?

Vestas and Masdar expect Wind for Prosperity to be a sound business activity for our companies, as it will succeed only if it rests on a sound commercial basis. Vestas and Masdar expect to earn a return on their investments; and investors and suppliers should also expect to earn a reasonable return that motivates them to work towards long-term success of the initiative. Of course, Vestas and Masdar are also motivated by the positive social and economic impact of the projects.

How much has Vestas invested in bringing Wind for Prosperity to life?

The initiative has been funded out of Vestas' marketing budget for new markets.

Development costs are roughly in line with the cost of a regular media campaign. Wind for Prosperity constitutes a relatively small share of Vestas' annual marketing budget. We expect this to be a successful investment commercially – adding to the bottom line in the near-term and helping to open new markets to wind energy further down the line.

Vestas is just beginning to show positive results from the two-year turn-around. Shouldn't you concentrate on your core business instead of saving poor people around the world?

Wind for Prosperity is a cornerstone of Vestas' strategy to open and develop new markets, and the project itself will generate small but profitable sales for Vestas, primarily through selling our combined wind-diesel solution and wind data. The concept is commercially-based and thus more sustainable than efforts based on philanthropy, traditional development assistance or CSR motivations. It creates an opportunity for business, government, and financial institutions to combine their talents to improve people's lives and generate risk-adjusted returns for private investors. That we provide a solution with the potential to improve the lives of millions of people in developing countries is something we are proud of.

How much will Vestas earn on Wind for Prosperity?

The agreement with Wind for Prosperity's investors is that Vestas will sell its wind-diesel solution and wind data on market conditions with an expected profit margin in line with what we normally see in our business.

ANA Study Reveals New Trends in Payment Terms for Marketing Services

Issues of remuneration and payment terms are always important to marketers and suppliers. As we approach year end, a timely report from the ANA/ Association of National Advertisers outlines key factors that are affecting the payment of services for agency fees, research, media, production, and talent payments. In fact, 43 percent of marketers have extended payment terms this year on at least one marketing service in their portfolio. Historically, payment terms for most advertising/marketing services have been between 40 and 45 Days.

The findings come from an online survey conducted by the ANA during August and September 2013. The survey was initiated due to member interest resulting from reports in the advertising/marketing trade press and mainstream business press regarding changes in payment terms being implemented by a handful of companies to some suppliers. The purpose of this survey was to determine if such changes were isolated examples or reflective of a broader trend.

ANA findings suggest that client-side marketers who are considering changes in their payment terms for marketing services — particularly extended terms — should proceed with caution, and are encouraged to evaluate the downstream implications of such payment term extensions. There can be serious tradeoffs resulting from payment term extensions that can have both immediate and longer-term negative consequences. Noted in the survey are strained relationships with vendors, reduction in flexibility, and higher prices.

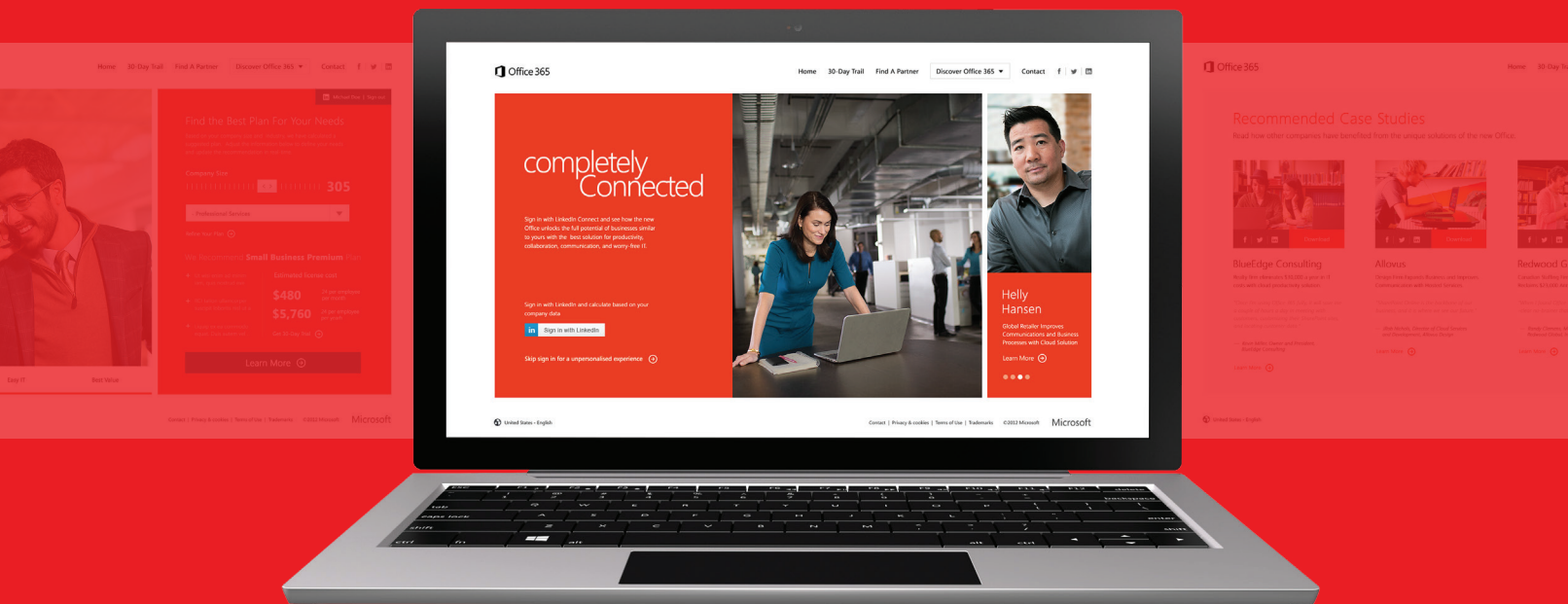
Furthermore, the livelihoods of some of the smaller players in the marketing supply chain

could be threatened. This includes smaller agencies, production companies, editorial houses, and media outlets that require a predictable cash flow, often don't have access to large lines of credit, and have pricing models that do not currently reflect the costs to their business resulting from extended terms.

“It is becoming very clear that payment terms are becoming increasingly important to the overall marketer / supplier relationship. Such considerations must now be integrated into the total compensation equation,” said Bob Liodice, President and CEO of the ANA. “While the ANA does not

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recommend any specific term or practice, we do advocate better collaboration that advances the quality of the marketer / supplier relationship and the products and services delivered.”

Key study highlights include:

- 17 percent of marketers have shortened terms on at least one marketing service
- Across the multitude of marketing services in their companies, 90 percent of marketers have left at least some payment terms unchanged
- Looking to 2014, 42 percent of respondents said they were somewhat or very likely to change payment terms.

The majority of respondents who have extended their payment terms have done so in order to derive better cash flow. Next in importance is upper management’s focus on accounts payable, which is tied directly to cash flow.

Extended payment terms can have negative consequences, notably:

- Strained vendor relationships (57 percent)
- Higher prices (25 percent)
- Strained management processes (23 percent)

Among those companies that instituted payment terms changes, about 60 percent did so for company suppliers across the board – and not just those in the

advertising and media space. Forty percent are evaluating changes to just a segment of their supplier base.

The two primary drivers of payment term changes are:

- The Finance department and / or CFO (86 percent)
- Procurement and purchasing (52 percent).

Just under one-third of respondents claim that, as a supplier/vendor, they have seen their company’s payment terms extended.

More Than 40 Percent Likely to Change Payment Terms Within the Next Year

Forty-two percent of respondents say they are “very/somewhat” likely to change their payment terms for advertising/marketing services within the next year, including 29 percent who are “very likely.” Those respondents who are likely to change their payment terms cite three primary reasons for doing so:

- Improving cash flow
- CFO/internal management pressure
- External forces/keeping up with competitors

The WFA (World Federation of Advertisers), a partner organization to the ANA, recently published their own survey results on payment terms. Respondents were multinational marketers with responsibility for marketing investment from 61 companies in the WFA membership. Key findings were directionally consistent with ANA research.

- More than half (56 percent) of the respondents are currently reviewing payment terms.
- For those respondents who are reviewing payment term policies, around 40 percent may extend them.

42%

of respondents are likely to change their payment terms for advertising/marketing services within the next year

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GLOBETROTTERS



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

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



FEDEX'S STEVE PACHECO NAMED AD PERSON OF THE YEAR

This November, The Advertising Club of New York honored **Steve Pacheco**, Managing Director of Advertising of FedEx as the 2013 Advertising Person of the Year for his significant contributions to the industry.

No Advertising Person of the Year celebration is complete, however, without a traditional "roast and toast" by colleagues. Although a number of his key industry partners took the stage, including David Lubars, Chairman/Chief Creative Officer, BBDO North America; John Osborn, President and CEO, BBDO NY; and Laurie Tucker, SVP Corporate Marketing, it was clear that Steve Pacheco is one of the most beloved people in the industry. He's made a difference by dreaming big and inspiring outstanding work.

Despite the banter, the roast showed how some old-fashioned values are still at the heart of a cutting-edge business—a solid, long-term partnership with an agency that keeps delivering for a client who encourages risk-taking and demands top-quality work. According to Steve Pacheco, "The team is the secret." And for him, it is the work that matters. He added, "I have the greatest job in the world. I love what I do."

INTERNATIONALIST SESSION AT THE ANA MASTERS OF MARKETING, PHOENIX

October's Annual ANA Masters of Marketing Conference was the largest event in the organization's 103-year history and perhaps the greatest gathering of marketers the world

has yet seen with a sell-out crowd of 2300. The Internationalist hosted a seminar themed, "Marketers around the World Reshaping the Future of Marketing." The speakers included:

Michelle Klein, Vice President of Content, Digital, and Communications at Diageo, and **Damian Claassens**, Head of Creative at Profero, who discussed the innovation behind Smirnoff Vodka's global "Mixhibit" app, a new platform that unlocks the power of community in an age of social sharing.

Jennifer Statham, Dell's Executive Director of Global Agency Management, talked with Sasha Savic, MediaCom's US CEO, about driving agency value through the implementation of best practices, technology, and engagement. For 28 years, Dell has empowered countries, communities, customers and people everywhere to use technology to realize their dreams.

Steve Pacheco of FedEx, mentioned above, who discussed how the \$39 billion, Fortune 100 global transportation, logistics and business services leader, now in its 40th year, became one of the world's best-known brand names.





Photos by Ken Cedeno.

Ad Council Annual Public Service Award Dinner Host Seth Meyers of NBC's Saturday Night Live poses with (left to right) Ad Council President and CEO Peggy Conlon; BET Networks Chairman and CEO and Ad Council Board Chair Debra L. Lee; Ad Council Annual Public Service Award Honoree and AOL Chairman and CEO Tim Armstrong.

THE AD COUNCIL CELEBRATES 60 YEARS OF PUBLIC SERVICE

New York's Waldorf Astoria hosted a record number of supporters—over 1300—for the Ad Council's 60th Annual Public Service Award Dinner. The event raised an unprecedented \$3.4 million to support the organization's communications efforts through public service advertising. Seth

Meyers of NBC's Saturday Night Live served as the evening's celebrity master of ceremonies, while AOL Chairman and CEO Tim Armstrong was honored for his contributions to the industry.



DAILY SECRET TAKES MANHATTAN

DAILY SECRET's Nikos Kakavoulis, Founder & CEO, and Christine (Engelbrechtsen) Rocchio,

Chief Revenue Officer, are pictured against New York's skyline as their fast-growing digital media brand

hosted ad:tech participants at a trendy New York nightspot. DAILY SECRET is a fast-growing digital media brand for internationally-minded affluent young professionals. Global and hyper-local, it covers over 40 of the world's most desirable destinations, a network of correspondents reveal coveted bars, restaurants, shops, hidden gems and local "secrets," while integrating brands around passion points. Backed by Greycroft Partners, eVentures and industry experts and with offices in Athens and New York, DAILY SECRET is widely considered an innovator in premium content production while helping its audience to "Live Like an Insider." Since its launch in 2010, DAILY SECRET has organically grown to over 1.5 million subscribers.



YOMIURI SHIMBUN HOSTS NEW YORK LUNCHEON...

The Yomiuri Shimbun, the world's largest-circulation newspaper, has a long-standing annual tradition of an autumn luncheon in New York to share some of the latest developments in the Japanese market with the international advertising community. This year's event was hosted by Yozo Matsuda, Corporate Officer and Chief Officer of Advertising from the company's Tokyo headquarters, pictured here, along with Nori Inoue, the Yomiuri's Advertising Sales Director, based in New York. Held at the Parker Meridien Hotel Penthouse, this year's guest speaker was Günter Schumacher, the Worldwide President & COO of Ogilvy One, a long-time internationalist, native of Germany and now New York resident. (He is pictured here with Yomiuri's General Counsel for the Americas, Jacob Margolies, in the center, and with Eiji Hirose, New York Bureau Chief of The Yomiuri Shimbun, at the far right.) Schumacher's presentation focused on "Engaging Stories."



Winners in The Internationalist Awards for Innovative Digital Solutions Demonstrate How Social Media Shines in Building Brand Advocacy

- **VW's Beetle Shark Cage & Dove's Real Beauty Sketches are Top Winners**
- **Mobile, Multi-screen and Gaming Solutions Abound**
- **Personalization Becomes Primary**
- **Millennials Are a Favored Target**

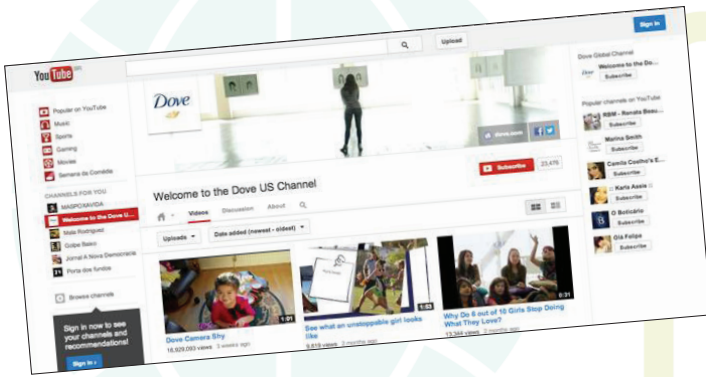
On November 14, atop New York's Times Square, some of advertising's best and brightest from around the world gathered at an elite Winners Dinner to celebrate outstanding case studies in the **5th Annual Internationalist Awards for Innovative Digital Solutions**. The Winners Celebration was produced in association with BBC Digital, Publicitas, Thomson Reuters and RPM Sports.

Two Grand Prix winners were announced—Volkswagen's "Beetle Shark Cage" and Unilever's Dove "Real Beauty Sketches." Interestingly, one Grand Prix winner worked to win over men, while the other aimed to build confidence among women. Volkswagen focused on the need to encourage men to love a car that was once preferred by women, while Dove underscored how women globally may learn they are more beautiful than they think. Although both campaigns have already received great notoriety and strong acknowledgement, each demonstrated in these Awards for Digital Solutions, a tremendous viral capability in a social media age when buzz, sharing and endorsement can create a groundswell for brand preference, advocacy and loyalty.

This year's winning case studies also demonstrated how business-to-business campaigns are gaining traction and showing the sophistication of their mass consumer-targeted counterparts. A "Best B2B" award was given to Boeing and DraftFCB for "From Inspiration to Innovation," which tells the stories of Boeing engineers and technologists who develop innovative solutions that literally change the world. As part of an effort to lead up to Boeing's 2016 centennial, the campaign uses the company's owned media channels, including Boeing.com/stories microsite, a custom iPad app, and the Boeing YouTube channel, as the primary hubs for the videos, which post to Twitter, Facebook, and YouTube to drive viewership and engagement.

A new award for "New Market Solutions" was presented to Dubai Customs for their WCO Digital Event Guide, submitted by Initiative MENA. In 2013, Dubai Customs had the honor of hosting The World Customs Organization (WCO) annual event, and wanted to impress these prestigious visitors. Using GPS technology and Twitter, country delegates received welcome messages appearing on live electronic billboards in real time as they made their way to the hotel. Upon check-in, each delegate was given a personalized tablet with Dubai Customs 2013 WCO IT app, which could be used as a personal assistant, guide and networking tool during the 3-day event. At least 30 major business deals were accomplished via requests initiated via app.

The Internationalist Awards for Innovative Digital Solutions are an acknowledgment of how today's marketing strategies are affected by the media and technology revolution in a Post-Digital Age. Inspiring case studies are scored for insights, strategy, and results. Unlike many awards that cite the best in a single category, **The Awards for Innovative Digital Solutions** enable all entries to be judged as examples of worldwide best practices; winners are those with the highest point scores. This year, 167 cases were submitted from 31 different locations worldwide.



Dove/Unilever, Real Beauty Sketches: PHD International, Ogilvy Brazil & Unilever Global Strategy Unit (Global)

Dove is committed to creating a world where beauty is a source of confidence, not anxiety, and in response has conducted a compelling social experiment to illustrate how this problem manifests. But how could they explore this? Documented in the short film titled Real Beauty Sketches, Dove explored how women view their own beauty in contrast to what others see. What they found was that the way women depict themselves is dramatically different from how others perceive them. Only 4% of women around the world consider themselves beautiful. A strategy was born centered around the most powerful medium on earth — women themselves.

Dove set out to flip this model on its head by driving traffic and views as quickly as possible, optimizing globally, taking advantage of the behavioral economics insight of social proof. This strategy needed to work globally, and reach women in the top 20 priority markets for Dove. Activity was launched by partnering with Unruly to create momentum in select markets. A global partnership with YouTube enabled activity to be bought analyzed and optimized centrally across 18 markets, with activity being optimized by a core team working out of the Dove HQ Command Center. This was supported by Facebook, Twitter, local market activity and a global PR strategy. The team worked hand in hand with local markets to ensure efforts were not being duplicated, and that all media, both globally and locally worked in unison to deliver the optimal results for the campaign.

Globally the content has racked up over 156,469,849 views across all video platforms. It is the 3rd most shared piece of branded content ever on the Unruly Viral video chart, with more than 3.9 million shares. In fact, the video was so popular that 1 in 10 Facebook users globally had the video appear in their newsfeed. The Mashable article reporting the content is the most shared Mashable article of all time, being shared over 680,000 times. In addition the content tapped so deeply into the consciousness of culture that the content spawned over 20 parody videos and countless responses. Dove's Facebook page added more than 611,000 fans during the campaign period. But most importantly, the campaign made real beauty a global topic of discussion again.

VW, The Beetle Shark Cage, MediaCom (Multi-Local)

Over the decades, the Volkswagen Beetle had evolved into a car preferred by women. Its cute design and flower holder had convinced men that it was too girly – and all the purchase data and conversation around it agreed. This was a problem for Volkswagen. Why? Because while you might be able to sell a guy's car to girls, you can't sell a girl's car to guys. On its quest for unprecedented brand growth, Volkswagen needed men to love the Beetle.

VW used media to put Beetle in a place every guy wishes they could be (maybe once): swimming with sharks. The Discovery Channel's cultural phenomenon "Shark Week" was the perfect platform – a spectacle of teeth, blood and guts, it delivers male viewers in big numbers. In partnership with Discovery, Volkswagen engineers and shark photographers, VW created a fully-operational underwater Beetle – the cool, totally manly "Shark Observation Cage." This wasn't just a cage, but a perfect replica of the iconic car. The submersible vehicle was equipped with a full air system and turbo packs to drive underwater, while the frame and design were unmistakably Beetle, down to the last detail. But turning the Beetle into a shark observation cage? This wasn't just branded content – it was an innovative idea that was authentic to the brand and the audience, while fitting in seamlessly with the Shark Week context. And on the international stage, people agreed. The Beetle Shark Cage competed with other global campaigns and was recognized with honors at both the Cannes Lions Festival of Creativity and the Festival of Media. The campaign was also shortlisted for "Best Local Execution" for the M&M Global Awards 2013. In fact, Volkswagen was back on Shark Week for 2013 – and debuted their shark cage as a fast-moving convertible.

In their inaugural campaign, Volkswagen saw an immediate impact: Beetle monthly sales topped 3,000 units in August – the highest total of the year! It was all about the guys – with the percentage of male buyers jumping to 40% – a lift of 20%. Brand recall, likeability and brand opinion scores all SHOT past competitive benchmarks. Average digital engagement on the Shark Week site was an incredible 28.5 minutes, with five million views overall. The VW playlist had 350,000 views with a way-above-average 65% completion rate, and

Volkswagen saw over 1.8 million Facebook posts generated about the Beetle Shark Cage! In only one world can a beetle take on a shark...and win!



Boeing, From Inspiration to Innovation DraftFCB (Local)

Boeing's "From Inspiration to Innovation" campaign tells the stories of Boeing engineers and technologists who develop innovative solutions that literally change the world through a series of short videos. United by the drive to do something important-to solve the next big problem, to develop something that had previously been considered impossible--these engineers shared their passion for building something better. The "Inspiration to Innovation" campaign is a five year initiative that sets out to share these stories of Boeing engineers through videos and other supporting materials leading up to Boeing's centennial in 2016. Each month a new video rolls out showcasing their game-changing innovations and will continue to roll out once a month.

Designed as a long-term initiative, the goal of the first year of the "Inspiration to Innovation" campaign was to test and learn. Various strategies were tested from a web, digital, and story-telling perspective. The result of this first year provided significant learnings of what worked and what didn't, allowing for very real benchmarks to be established. In year 2, goals were established to triple the amount of video views, site visits, and engagement hours generated for the 'Inspiration to Innovation' campaign. "Quartz" is a digitally native news outlet launched by the Atlantic Media Group providing a 24/7 digital guide to the new global economy. This digital-only publication is designed to serve business professionals who travel the world, are focused on international markets, and value critical thinking

Perhaps most important, job-seekers have submitted over 71,000 qualified applications for careers with Boeing since the launch of this campaign. Stemming from over 2.6 million clicks by potential applicants, the campaign has ultimately impacted over 870 new hires as a result of 4,400 interviews - a testament to the relevancy and power of a well-crafted campaign at a time when highly specialized skills are in high demand throughout the industry. Boeing's innovation videos, the videos all scored well above the industry standards with one video reaching 99% likeability. The intent of this campaign is to showcase that Boeing people do amazing things and are solving the world's hardest problems.



Dubai: Customs, WCO Digital Event Guide Initiative (Local)

The World Customs Organization (WCO) is the only international entity that deals with Customs procedures governing trade between countries. For the last 12 years, the Organization has held an annual WCO IT Conference and Exhibition to enable sharing of best IT practices and to encourage networking among member delegates and industry professionals. And in 2013, Dubai Customs had the honor of hosting the event. Dubai, being Dubai, is always out to wow and impress its guests and visitors.

Additionally, the three-day event was under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Event planners do their best to provide welcome kits that include agendas, maps, schedules and other goodies. But these are often ignored or discarded as they are cumbersome to carry and information can be outdated even before it goes to press. Dubai Customs wanted to provide their IT delegates a real-time guide that would help them make the most of their experience and keep them notified of changes in schedules, venues, speaker engagements and other events. They also wanted to enable delegates to connect, interact, and network with one another. From the moment their prestigious guests landed in Dubai, Dubai Customs did their best to give them the full Dubai treatment. WCO delegates were greeted at the airport by Dubai Customs officials and transported by limousine to the iconic Atlantis hotel on Dubai's famous Palm Jumeirah. Using GPS technology and Twitter, country delegates received welcome messages appearing on live electronic billboards in real time as they made their way to the hotel.

For example, "DubaiCustoms welcomes the Russian delegation to the #WCOITDubai 2013 conference," or "DubaiCustoms welcomes the Swiss delegation to the #WCOITDubai 2013 conference." But that's not all, at the end of the conference, delegates were able to keep the tablets, enabling them to continue networking among themselves and conference exhibitors. The campaign was a success with 500 delegates attending: at least 30 business deals and 20 meeting requests initiated between delegates and exhibitors using the app, 102 messages were exchanged among guest delegates, 186 feedback questions were successfully fulfilled using the app.





USAA, #HonorTheFallen Merkle (Local)

The USAA had an objective to stand out from the crowd on a busy holiday and raise brand awareness with both active military members and veterans while also generating brand goodwill on a day that perfectly aligned with the brand mission and identity. Their strategy was to harness the relevancy, immediacy of the Twitter platform to promote brand messaging, up engagement and generate advocacy surrounding USAA's "Honor The Fallen" initiative.

USAA didn't have to create the conversation, they could join it. Utilizing Twitter's new keyword targeting within the timeline proved extremely successful for the USAA because they were able to align with the conversation that was already happening around Memorial Day. They were able to find and participate in emotionally engaging conversations about the holiday that complemented brand objectives using keyword targeting based on what people were already saying such as "#memorialday" or "Memorial Day". They knew that @USAA members would be talking about Memorial Day, so they used promoted Tweets to join existing conversations and drive real-time engagement. Interest and keyword targeting helped them to connect our emotional #HonorTheFallen messages with the audience most likely being receptive. With over 60% of USAA engagement occurring on mobile devices, the #HonorTheFallen campaign topped all engagement metrics @USAA had seen from previous Twitter activity. Promoted Tweets with rich media and keyword targeting performed 57 times better than the brand's previous promoted tweet engagement rate average.

The USAA also experienced over 2,500 retweets in 24 hours of campaign launch. Twitter Ads also proved significantly more cost effective than other online advertising. Their simple Fallen Soldier Flag image proved to be extremely powerful because the image spoke volumes to followers. The simple call to retweet the image with the hashtag #HonorTheFallen created an opportunity for people to publicly support fallen soldiers. Even @WhiteHouse joined the conversation using the USAA's #HonorTheFallen hashtag.

American Red Cross, Disaster Preparedness American Red Cross (Local)

The American Red Cross found that there is a disconnect between Americans' perceptions of their preparedness and actual preparedness for a disaster; though 85% say that it is very important to be prepared for a long term disaster by having the necessary supplies. When compared to Red Cross's definition of being prepared – get a kit, make a plan, stay informed – only 10% of people actually are fully prepared. Of the 39% who have a kit, only 44% have updated it within the past 6 months.

While other apps simply contain a scrolling list of everything they need to do during a certain phase of an emergency/disaster event, the American Red Cross has prioritized their content. When the user looks to see what they need to do right after an earthquake, the headings indicate the level of priority, with the "If you do nothing else..." denoting the most important steps, followed by "Then if you can, do this...", closing with "If you've done all that, do this...". The goal of presenting the content in this fashion was to provide measures to take in bit-sized bits so users would be more likely to do and improve their safety. Further enhancing this capability is the ability to target any content added on a state-level.

And because they've created apps for specific disasters, any society can replicate this model and adapt for their own by simply adding in their own localized content and including any alerts from a centralized alerting source. It's a perfectly scalable model, adaptable for any region in the world. The Red Cross' digital campaign has been extremely successful with over 3.4 million downloads in a 13 month time frame, multiple "New & Noteworthy" and "What's Hot" features in the Apple store and the Hurricane app reaching #2 of ALL free apps in the App Store during Hurricane Sandy. They have an Average of 4.5/5.0 stars across Android and iPhone platforms. The American Red Cross were winners at the 2013 National Hurricane Conference taking the award for 'Outstanding Achievement for Hurricane App.'



Reach Out

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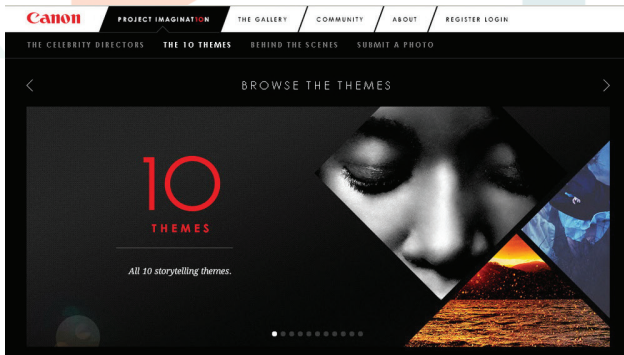


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Canon, Project Imagination MediaCom (Local-multi)

Canon hoped to position its brand as the ultimate creative enabler while maintaining its heritage in the still image. Canon's focus was its industry-revolutionizing DSLR HD video. The goal was to solidify Canon's stake in Hollywood filmmaking in a highly impactful way. The targets were photographers and filmmakers at all levels of experience who all share a common need for self-expression. Canon wanted to prove that we're all creative and anyone can sit in the director's chair. They empowered their consumers to not only submit photos, but their own film with the very best of them screened at the first-ever "Project Imagination" Film Festival.

"Project Imagination" brought Canon five times the star-power, enlisting the help of Oscar-winning actor Jamie Foxx, Eva Longoria, Twitter co-founder Biz Stone, designer Georgina Chapman and musician James Murphy to direct their own films shot on Canon cameras. These first-time directors are influential in each of their disciplines, enabling the campaign to inspire a range of new consumers. But instead of just inspiring the films, Canon also invited consumers to create their own films.

Enlisting the best of the best gave "Project Imagination" clout and prestige, instantly tying the Canon name to quality. More than that, though, it gave consumers a chance to be part of Hollywood magic. It made every entrant a collaborator, and it epitomized the right kind of brand storytelling: with the consumer at the center.



Choice Hotels, Yelping Out Way To The Official Hotel of Summer Havas Media (Local-multi)

For Choice Hotels, summer is a key period for bookings and overall business. The challenge is that the same holds true for everyone else within the hotel space.



Choice Hotels sought to increase consideration and booking intent for CH.com by giving users ideas for weekend summer roadtrips. With 4,500 locations nationwide, they needed a partner that had enough content to align with each of these locations. Yelp.com was the perfect choice. Yelp reaches consumers are in a contextually relevant frame of mind – searching reviews of restaurants, bars, shows, etc., for upcoming/potential trips.

The "Official Hotel of Summer Road Trip Guide" was born and provided access to otherwise unattainable inventory. The Choice Hotels Official Hotel of Summer Road Trip Guide integrates Yelp's trusted local reviews into a custom-content and sweepstakes platform. The handy guide was designed to help leisure travelers plan unique road trips during the summer months, highlighting nearby Choice Hotels brand properties along the way.

Users could also input their point of origin and destination for a more customized experience. To further drive the "Official Hotel of Summer" designation home, each route highlighted Americana points, restaurants, ice cream stops, and outdoor activities, while seamlessly adding Choice locations. Users could share their experience across various social channels and enter a contest to win their own ultimate road trip, with prizing to include hotel vouchers, car rentals, spending money, GPS, and more. The Summer Road Trip Guide was promoted across Yelp with co-branded units, newsletters, and PR. The various Yelp community managers across the country were also using social media to get the word out to their followers as well. Performing at 13% ahead of projections, Choice Hotels mapped 12,569 routes and collected 33,000 sweepstake entries. As icing on the cake, the campaign received press coverage from MediaPost, HotelMarketing.com, Hotel Interactive, Travel Daily News, The Street, and more.



Fueling Mass Multi-Channel Customization

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

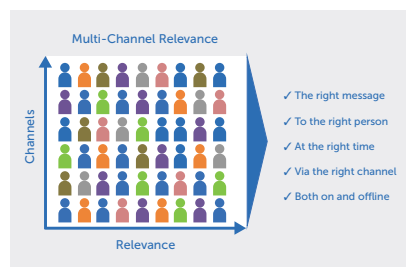
Relevant multi-channel engagement requires orders of magnitude more content.

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

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

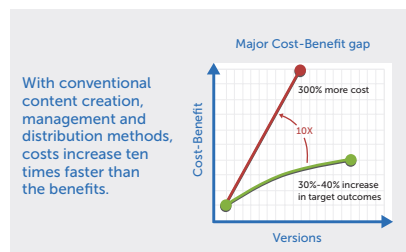
As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

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



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

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

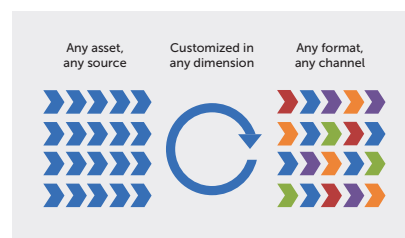


To make matters worse, the challenges and risks associated with managing brand stewardship and compliance requirements grow exponentially with increased content volume, variety and velocity.

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

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

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



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Tel: +1-877-914-0789

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Representative Case Examples:

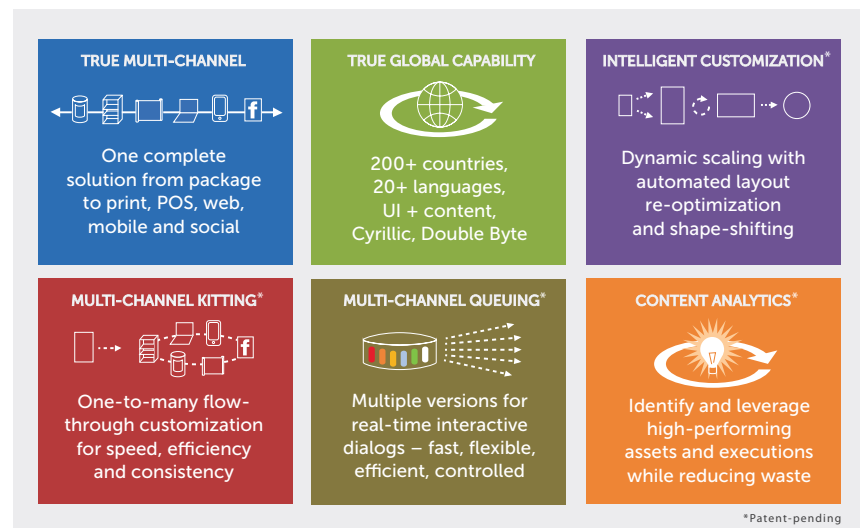
- 20,000 users in 200+ countries and 20+ languages driving \$100M+ savings in content design and localization costs.
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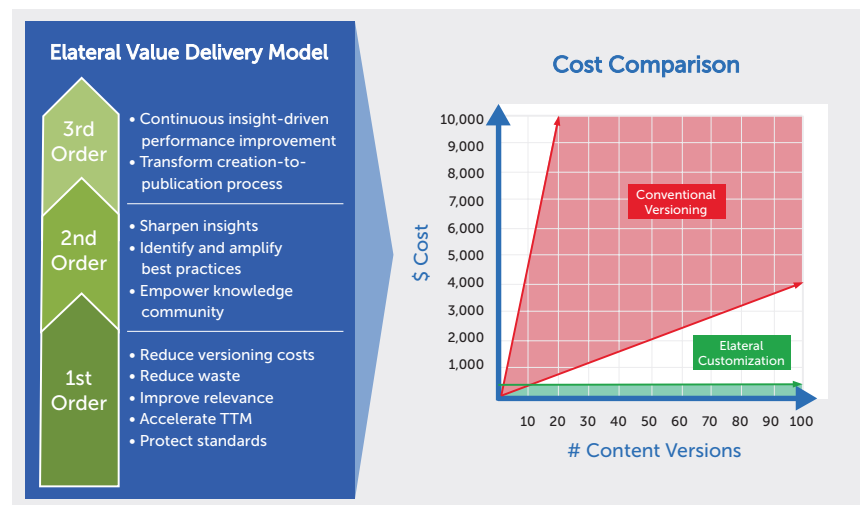
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All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

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



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





Clean & Clear, (Johnson & Johnson), Girl's Night In Initiative (Local)

Clean & Clear had a vision to become the #1 Teen skincare brand within the MENA (Middle East North Africa) region. Regionally, skincare for teenage girls is very basic; many are apt to use only soap and water when breakouts occur.

Teen girls living in the Middle East are not so different from teens living anywhere else. They love the same music, movies and pop icons. However, in the Middle East, there are no traditional 'teen media' outlets targeted specifically to like Teen Vogue or Seventeen magazine. In conservative countries such as Saudi Arabia, teens are heavily restricted, especially young women who are not allowed to go out alone or interact socially with the opposite gender. As a result, most of their entertainment takes place at home where they are allowed supervised visits with close friends.

The one thing that helps them cope with new responsibilities and changes is her best friend. Based on this knowledge, Clean & Clear developed a strategy they coined "BFF", based on the insight that "everything is better with my best friend." The strategy was to integrate Clean & Clear into their teen target's fun friend moments and create experiences BFFs can share together. They knew the best place to reach the teen girl audience was in the home. They also knew that a favorite pastime was to enjoy a 'girls' night in' complete with laughs, snacks and a movie. So Clean & Clear partnered with one of the region's lead female TV channels to sponsor their weekend movie on a long-term basis.

The 26-week sponsorship became much more than a list of weekly movies. It was an entire in-home movie platform where teens can digitally interact with the movies and the brand and share memorable experiences. Each week, teenage girls go to Clean & Clear Arabia's Facebook brand page to prepare for the perfect "Girls Night In.". Clean & Clear Arabia's Facebook Fans increased by 35% in less than one month and continues to grow as more Teen girls participate in 'Girls' Night In.'

CTC, Upgrade to Canada OMD International (Multinational)

For the Canadian Tourism Commission, the mission was clear: to harness Canada's collective voice promoting their country around the globe. However, despite its huge offering, Canada has recently seen a drop-off in the difference between those who intend to book and those that actually booked trips. Barriers to purchase such as cost and lesser known landmarks mean that Canada is often 'saved for later.' Unlike the US, Canada suffers from a lack of exposure as attractions are not immediately recognizable. Familiarity on itinerary and routes to take is also very low.

CTC's first business objective was to accentuate the magic and appeal of Canada by demonstrating its beauty and diversity and creating momentum for discussion and sharing on social and campaign sites. The second objective was to increase bookings and consequently visitors to Canada completing advised itineraries and activities. Identifying and collaborating with Expedia CTC was able to leverage their voice and strong reputation, driving a positive reaction towards Canada. With the partnership and habits of the target audience the strategy was completely digital.

For almost everyone, Canada is a long-haul destination, so cost is a huge factor when planning to travel there. Previous campaign research (Source: CTC) shows that affordability suffers when compared to competition such as the USA. Our two target groups, the Free Spirit and Cultural Explorer, seek unstructured, spontaneous travel. They crave escapism and with a penchant for risk, they enjoy exploring places in depth. They also like to throw themselves into the local culture and are very conscience of value for money. They are inspired by word of mouth from peers and (around 75%) use the web to plan trips. Our groups are also enthusiastic advocates when returning home.

We achieved the first objective with 1.3million views (Source: YouTube), 30% over-delivery against our initial goal. Visits to the campaign website exceeded 150,000 with an overwhelming amount via referral with Facebook driving 87% and 93% (Source: Agency Research) of French and German site traffic respectively. 7 point above average increase in both France and Germany.





Deutsche Telekom, Move On MediaCom (Multinational)

With smart phone adoption going up, Deutsche Telekom faced the tough challenge of becoming the lead actor in this story – but differentiation in the mobile category is notoriously difficult.

To create such differentiation Deutsche Telekom would need to really understand their target audience better than the competition, and offer them communications that demonstrated this. First, two key insights were identified. 1. Consumers love mobile internet most when it saves the day. (They would be literally lost without GPS-enabled maps.) 2. Our target had a common interest: movies. They wanted to understand how they were made and direct the action themselves. The idea? Make Deutsche Telekom and mobile internet the star of its own blockbuster movie – and let our audience call the shots. Deutsche Telekom gave consumers the chance to be co-directors – every day. Partnering with Man on a Ledge director Asger Leth and Casino Royale actor Mads Mikkelsen, we created a film shot in eight European countries.

Consumers selected locations and props, created the soundtrack, and appeared as extras. Overall, around 100 elements were created or chosen. A backstage blog brought the process alive, while PR, paid media and Deutsche Telekom's wider digital community communicated location dates and created buzz. Every message lived on mobile and all participatory tasks ran seamlessly from any device. To give the blockbuster the stature it deserved, Deutsche Telekom launched with a red carpet premiere. The project not only showcased Deutsche Telekom's technological capabilities, but gave the brand an element of personality — something consumers would feel compelled to engage with. The movie generated more than 1 million views on YouTube in just five weeks, with television covering an even wider area via broadcasts across Europe. Research after the initial TV promotion showed a total brand uplift beating targets by 25% and purchase intent increasing 30%.

Emerson Electric, It's Never Been Done Before Digitas (Multinational)

Emerson, a global technology and engineering company, had successfully established its credibility as a global solutions provider. But despite ground-breaking innovations, other companies in its field were seen as the real innovation leaders. Emerson was seen as “reputable” and “reliable”, but not necessarily “innovative” and “forward thinking”—attributes it needed to own in order to win in the highly competitive B2B landscape.

To overcome this, Emerson strove to not just talk about innovation but to show it in action and allow the audience to experience their remarkable work. Finally, the digital strategy had to reflect Emerson's global presence. Their audience is not only spread all over the globe, but they also travel globally. Emerson wanted to stay top-of-mind, regardless of where the target was at a given time.

A combination of static, flash, rich media and video ad units were used across desktop, tablet and mobile platforms.

Ads were strategically placed on sites relevant to their key audience, and drove traffic back to the corresponding microsite experience. Otherwise complex stories were simplified into a language a broader audience can understand, and then visually told that story with a sophisticated and eye-catching 3D-animated video. These videos were placed on many different channels including YouTube, Emerson.com, Emerson's “It's Never Been Done Before” microsite and mobile site, and online ad units. Placing ads among relevant content that the target audience was already consuming ensured users wouldn't come away with a negative, annoyed impression from the ads. Instead, they were a helpful addition to the information they were already seeking.

Besting their traditional mobile placements, the full-page ads on CNN far exceeded industry benchmarks of .21% with an average CTR of .93%.





Footlocker, Black Friday PHD (Local)

In the U.S., “Black Friday” is the Superbowl of the retail shopping year. Footlocker’s target is well-versed in sneaker culture and craves authenticity in the gear he buys - to him, it’s all about a look that’s real and getting his look right is

essential. During a week cluttered with discount messaging how would Foot Locker stand out and be noticed among discerning sneaker enthusiasts? In 2012, Foot Locker decided to take a very different approach.

They advertised the most expensive and rare products during the highest volume shopping day of the year. It was counterintuitive, it was uncomfortable. And it was an amazing opportunity to break through. To catch the target’s eye Footlocker had to follow him through a premium curated media experience in the same way the consumer hunts for exclusive sneakers. This called for a next-generation retail media plan to take him on the ultimate premium hunt; away from the noise of the week leading up to Black Friday. Footlocker designed a sneaker hunt thorough media around the consumer’s passion points to lure and lead the target to stores come Black Friday. That week is a busy one it equals NFL and NBA games and sneaker releases. The Premium Sneaker Hunt had the consumer discovering the hottest future sneaker launches via influential “sneakerheads”, brands and word of mouth, built anticipation around when and where the sneaker releases would happen, the “drop” in store where waiting in line for sneakers becomes an event in itself and then showing them off to friends though sneaker communities.

Footlocker’s custom NBA star teaser video led to over 1.6MM organic views, with total views exceeding 2.8MM, drawing in the attention of their core, in-the-know target that amplified our message further. Footlocker Q4 2012 comparable store sales increased 9.4%. They also saw success in social as well with the campaign delivering +122% video engagements and 2x fans on Facebook.

Ikea, Magic Mittens MediaCom (Local)

The IKEA catalogue is world famous, and in Norway it was about to go digital for the first time. The launch of the new iPad version was good news for the brand as many of IKEA’s key customers were becoming less responsive to direct mail, the standard distribution method for the catalogue.

But IKEA’S first iPad catalogue was no different from the paper version, and they needed a USP. Tablet penetration was growing massively fast in Norway .

The solution would have to reflect IKEA’S reputation for smart simple design, while at the same time, resonate strongly with our digitally-savvy target audience of urban females. In Norway it gets cold in the winter, very cold. So IKEA gave consumers a solution they could warm up to: touch screen mittens. While tablet users would often use their device at home, they were also highly portable and few among our target group would leave the house without their iPad or iPhone. In February, when the iPad catalogue was due to go live, temperatures can fall as low as -20°C. This presented IKEA with a unique opportunity to create something simple, functional and effective, while being totally in line with IKEA’s design values. A brand new IKEA product was created: BERÖRA, literally meaning ‘to touch’. It consisted of conductive thread and came complete with IKEA packaging and the familiar cartoon instruction leaflet. By simply sewing the conductive thread through a pair of gloves or mittens, it would allow our customers to use them with touchscreens. This would not only solve Norway’s winter touchscreen problem but also enable our target of tablet users to sample the new iPad catalogue on the go. I

Gizmodo echoed the sentiment with the popular gadget guide remarking, “We’ve seen touchscreen gloves before, but the idea that any glove could be a touchscreen glove is the kind of bigger hammer thinking we’ve come to expect from IKEA. Well done”. In fact all 12,000 BERÖRA units were snapped up in just 2 weeks. IKEA experienced click thru rates of 8.95% compared to an industry norm of 0.09% and the main objectives were met, IKEA reached 22% of our target audience of women aged 25-45 and Norway’s iPad catalogue is the most downloaded per capita on the planet.

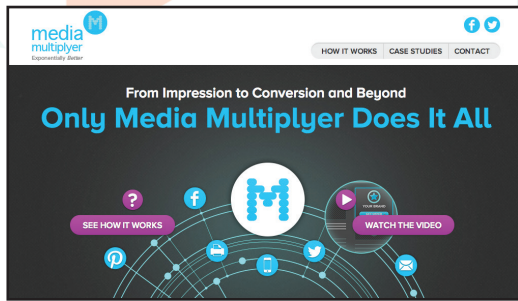
IKEA-katalogen er klar for iPad

Er vottene dine?



Nå kan du endelig leste med IKEA-katalogen for iPad i App Store. Her er også BERÖRA vottene gratis på vernet, og du kan vottene dine på de vottene på beröringspunkt. Les mer på ikea.no





Media Multiplier, Rockfish (Global)

Media Multiplier, launched in early 2013, is a first-of-its-kind new rich media technology that allows brands, marketers and media buyers to optimize digital ad spending while providing consumers a rewarding way to engage with and redeem offers from their favorite brands. Spun off from the CouponFactory's digital couponing platform, the technology allows brands to engage customers across multiple digital channels and devices from a single self-contained, sharable ad unit. By interacting with Media Multiplier-powered ad units, consumers can share a brand's coupons, deals, offers and messaging with their social networks, as well as via mobile phones, email, desktop printers and even direct-to-e-commerce shopping carts.

In essence, Media Multiplier is a portable website that initiates branded engagement and delivers multiple offers, promotions, gift cards, recipes, driving directions—anything—putting them into the hands of consumers via a printer, email or mobile device. Brands further multiply their reach when consumers share offers to their social communities from their mobile devices instantaneously. This technology is innovative in the way it drives accountability — changing the way marketers think about media. Pixel-tracking technology allows advertisers to track upstream data, downstream data and even the device through which the consumer accessed the ad. The unit can also provide time, location and user data relevant to the consumer, as well as track behaviors within the unit such as clicks, shares, prints, offer selection, hover-time and more.

Media Multiplier partners with some of the world largest brands to create campaigns that engage consumers and drive sales. Clients rave about the low-cost fee model and that campaigns can be in market in just 48 hours. The results are impressive, with 25% greater impressions served due to social sharing, click through and redemption rates that double the industry average and recall rates tripling the average. Media Multiplier partners with some of the world largest brands to create campaigns that engage consumers and drive sales. Clients rave about the low-cost fee model and that campaigns can be in market in just 48 hours. The results are impressive, with 25% greater impressions served due to social sharing, click through and redemption rates that double the industry average and recall rates tripling the average.

Microsoft, 365, Vertic (Global)

With the upcoming launch of the new Microsoft Office 365 across 12



markets globally, Microsoft was tasked with creating a solution that would engage prospective customers with personalized pricing options and dynamically relevant messaging to generate awareness, an understanding of the product, and, subsequently, generate leads. To that end Microsoft redefined personalization from an end to end experience of awareness, in banner advertising messages and through the landing page of the solution. Microsoft believed LinkedIn to be the most efficient and effective platform to achieve this. Leveraging the LinkedIn provided users with a dynamically applicable and targeted experience throughout their journey with a single click. Through LinkedIn Microsoft employed a logical matchmaking tactic between user and tailored content, to produce a scalable global solution that personalized the entire user experience without any extra steps on the user's end. The solution begins with targeted banner advertising on LinkedIn that was relevant to the user's job function and industry, and in the user's local language.

This highly specific targeting, enabled Microsoft to reach BDMs and ITDMs while maximizing performance and overall ROI. Upon click through, the user lands on a site where benefits, case studies, whitepapers and videos, as well as language are customized on their LinkedIn profile. Furthermore, the user could login with LinkedIn in order for the site to read the number of employees within the user's company, and recommend a personalized Office 365 plan that was most appropriate along with an estimated cost per person per year. Finally, users were routed to partners that were relevant to their location per their LinkedIn profile. Instead of building individual market campaigns, Microsoft created a unique global campaign solution leveraging the LinkedIn platform to generate awareness and shift brand perception with small and medium sized businesses and segment customized value propositions towards various target audiences for Office 365. And with any social campaign, it's important to properly direct clicks to highly relevant and optimized pages. Microsoft continuously tested and modified the landing pages to fit the user's needs, producing qualified trials of Office 365 which lead to more qualified conversions. This campaign produced high banner CTRs that were 25.49% above LinkedIn industry averages.



Microsoft, Human Potential Starcom MediaVest (Local-multi)

In Microsoft's battle against the market leader in the Customer Relationship Management (CRM) software space of managing the sales process, they desired to show Business Decision Makers how Microsoft Dynamics empowers them and their employees. Through an app Microsoft developed that creates nametags based on Business Decision Maker's personal achievements, they showed how Microsoft Dynamics unlocks true business potential to set them apart in their professional social circle. To accelerate advancement in your professional career, it is imperative to have a personal brand – a brand that unlocks your true potential. A personal brand in the professional world needs to embody what you are known for best and where you excel beyond all others. The app at www.nametagalyzer.com analyzes

Business Decision Maker Linked In profiles to create totally new job titles based on skills, industry and achievements. Titles like "Customer Champion", "Growth Rock Star" and "Logistics Playmaker" showed them that Microsoft Dynamics helps unlock their potential to be defined by what they do and achieve, not by what HR tells them their job title is. Available across desktop, tablet and mobile, these Business Decision Makers created new nametags from anywhere and shared them with their peers on LinkedIn, Twitter and Facebook. Using LinkedIn's advanced targeting capabilities, Microsoft also delivered hyper relevant content to based on their industry within the web app alongside their nametags. In a highly cluttered Tech/B2B advertising environment, this was something totally different that broke through. Over 12 Thousand nametags (and growing) have been created since January, with more than half being created as a result of seeing peers' nametags within social media. Microsoft's engagement rate was 300x higher than other third party apps on LinkedIn and people were 2.5x more likely to share their app on the networking site.

Papermate, World's Most Stolen Pen PHD (Pan-regional)

Only a very small percentage of people actually buy pens which is a big problem for PaperMate.

Yes, PaperMate enjoys robust brand awareness but it is not such a big deal in a sleepy category where few consumers are buying pens. Most people adopt the mentality of "Why would I buy a pen when I can just steal one from the office or a hotel?" Let's be honest we all do it. Only a small percentage of the world actually buys pens. Why? Because people steal pens from other people or places – office co-workers, hotels, banks, and restaurants, etc., thus leading us to develop a campaign extending from this human truth. InkJoy by PaperMate is a revolutionary new pen and it is worth stealing. This led to the idea of "The World's Most Stolen Pen/Office Crime Watch" project. PaperMate sought to raise awareness for this new product by helping to prevent InkJoy theft through raising awareness of the issue in a humorous fashion. The campaign sought to give people tools to organize, report and protect their new beloved pen from the most common office crime. The message was placed in murder and mayhem environments. If you tuned in to any television crime drama, like Rizzoli & Isles, you were likely to see a PaperMate InkJoy ad. PaperMate also sponsored TNT's 'Life as a Drama Week' featuring custom vignettes. This broad reach tactic was supported online where in addition to behavioral targeted display advertising they implemented paid search efforts such as the 'Catch a Coworker' Facebook App and Promotion. The app allows office members to report a stolen PaperMate InkJoy, create a police composite style sketch of the suspect and gave them a chance to win. All the communication pushed to the PaperMate Facebook page where people could learn more about InkJoy by interacting with the story, sharing it and entering to win great prizes. Through the Twitter Hashtag: #StolenPen, they tapped into existing stolen pen conversations that were already happening online to grow PaperMate's Twitter following. Utilization of something so relatable allows for mass appeal. This campaign was able to connect with consumers in the US and other countries without changing strategy because everyone has been in this situation of needing a pen – regardless of the language spoken. An easily relatable message placed in environments that enriched the communication led to the sale of 17MM pens in one quarter alone, January net sales were 12% above forecast and PaperMate whose market share was stagnant grew by a full 6 points from a 30% share to 36% share of this lucrative market.





Pepsi, Live for Now Deep Focus (Local-Multi)

For Pepsi the line 'Live For Now' wasn't just a campaign slogan, it was a mindset. With competitor Coca-Cola leading in engagement and follower base Pepsi knew it was going to take a smarter effort than ever to get the word out. Rallying the world's online fans of the iconic Pepsi brand around the Live For Now spirit required them to tap into pop culture and the mindset of their target audience.

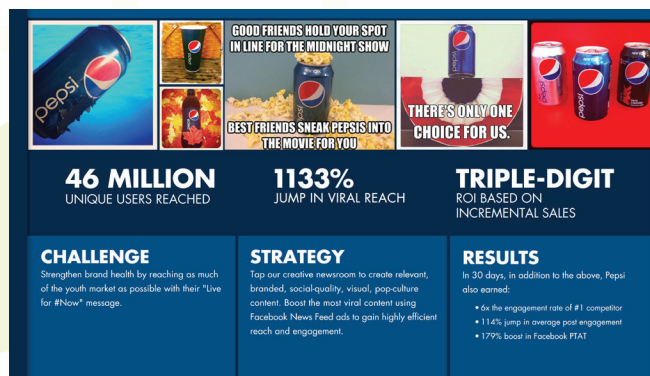
The brand's social agenda completely transformed, Pepsi was able to ensure that every posting exuded the Live For Now message. Pepsi livestreamed concerts from some of the world's biggest recording artists of the day, namely Nicki Minaj and Katy Perry making them accessible exclusively through its social channels. Pepsi also moved away from polished, professionally shot images and traded them in for social quality photos. They found that people would 'Like' and share creative shots of Pepsi's iconic packaging when they were 'handmade'. What were friends posting? A midnight showing of a highly anticipated movie? Shark Week? Pepsi was posting about it also. In a 30-day period of time, a rapid cadence of image-based branded content was developed making the brand an engagement leader on Facebook and Twitter long before other brands got into the microcontent game. Pepsi also implemented a detailed editorial agenda and calendar on Pepsi.com's 'Now Board' creating a well-oiled Live For Now social content machine. Within a 30 time period Pepsi experienced a 114% jump in average post engagement, a 1133% jump in Viral Reach and were able to initiate the Live For Now conversation with 46 million unique users.

Pepsi, #PepsiMusicNow OMD US (Local)

Pepsi has established itself as THE beverage brand associated with music and pop-culture - and it continues to strive for that brand association. Pepsi is also a brand that is evolving and changing with their Millennial audience - a brand that is becoming a more social brand than a 'banner-brand' in the digital media space. It's a brand that realizes it needs to activate its messaging in the same way the audience is operating and reacting - in real-time.

Pepsi knew it had to give the consumer a unique and fresh musical experience they wouldn't get anywhere else, and had to engage them, in a digital and mobile comfort-zone: social media. #PepsiMusicNow, launched in partnership with Twitter, was intended to drive mass conversation around music and capture the minds of music enthusiasts to position Pepsi as part of the pulse of music, Twitter's largest interest category. Pepsi brought the Twitter consumer three different music experiences that they couldn't get elsewhere. First was free music downloads on Amazon to attract new followers and drive loyalty and earned media. Second, Pepsi brought the experience of weekly, custom short-form videos of what was trending and relevant in the music world. Partnering with music-staple and production partner FUSE TV, they produced premium content clips to keep consumers engaged and on the pulse of pop-culture. Last, #PepsiMusicNow brought the audience closer to their favorite artists with four live-streamed concerts within Twitter - a first-to-market Twitter experience. With performances by artists such as Katy Perry and Nicki Minaj, fans could be a part of the show wherever they were. These live-stream, in-Tweet shows trended globally.

Amazon saw the highest redemption rates for music downloads they have ever seen. The live-stream concerts brought increased engagement rates, hundreds of thousands of streams and significant coverage across media vehicles like The New York Times, Bloomberg Business Week, Billboard and Ad Age. This campaign was key in re-establishing Pepsi as a social, musical and relevant brand to an increasingly influential audience.





Samsung **Life's a Photo. Take It.,** **Starcom MediaVest (Global)**

In November 2012, Samsung launched the Galaxy Camera in eight key countries around the world. A superior point and shoot camera with Android apps and connectivity – the Galaxy Camera has all the capabilities and benefits of a smartphone camera to take pictures worth sharing, but the picture taking quality is vastly improved. The campaign was built on the insight that photography is as much about gaining social currency as it is about capturing the moment. To drive purchase intent, Samsung we needed to prove to young adults obsessed with posting photos online that the pictures they're taking just aren't good enough. Young people think about posting on Facebook or Instagram before the photo has even been snapped. Unfortunately, they don't realize that a smartphone camera just doesn't retain the vividness of their experiences. Enlisting the world's top influencers, Samsung we helped them show off their definition of social currency in our "Life's a photo. Take it." campaign. 32 prominent Instagrammers were selected in the eight markets and were asked to put their city in its most photogenic light using the Galaxy Camera. Photos were uploaded to a bottomless Tumblr page connected to Instagram and other social media networks where fans could vote for their favorites. The city that won the most likes won a massive party in the photographers' honor. A perfectly elegant program, but how to make it iconic? Samsung worked with media partner VICE to assign photographers a respective camera mode and created eight separate videos profiling each photographer, one for each market. Videos were housed inside a fleet of custom display media, and activated across VICE's digital network. Supplemental media executed with by an array of premiere partners helped create scale, making the Life's a Photo- Take it campaign a massive success. When these Instagrammers paired Galaxy Camera's superior photo quality with its Android-based apps and connectivity, they showed young adults the equation for social stardom. Samsung successfully positioned Galaxy Camera at the center of a world obsessed with posting photos online. The campaign drove lifts of 58% in brand awareness and 115% in purchase intent. The Tumblr program garnered over 1 Million clicks and the videos received 1.3 Million YouTube views – 300% above benchmark



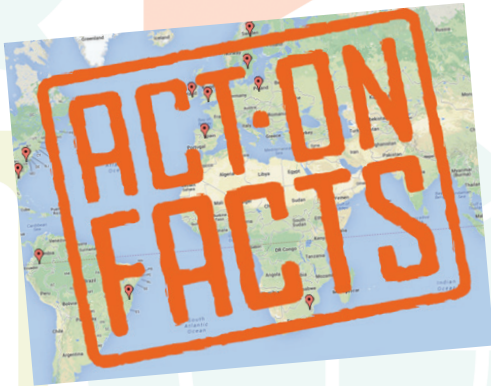
Scotiabank, **Warm Up To Winter** **PHD Canada (Local)**

The Canadian credit card market is over-saturated with limitless offers & opportunities. At present there are eight major players who offer unique reward/point incentives for consumers. This ultra-competitive category places the emphasis on the supplier to provide the highest ROI for consumers trying to attract potential clients. Scotiabank was entering the market with the first AMEX card partnership with a Canadian financial institution.

After the Christmas season the majority of Canadians prepare to enter the "winter blues" stage of the year due to the copious amounts of snow & grey skies that surround the country. At this point many consumers start looking for vacation destinations to escape the harsh winter climate and explore warmer environments. With this in mind we aimed to bring consumers out of the bleak winter mindset and get them excited about travelling. By aligning the Scotiabank brand with local and international travel content it provided a natural synergy that enhanced Scotiabank's brand recognition within the travel environment and associated them with vacation discussions.

By targeting this turning point in the lives of the Canadians, Scotia AMEX Gold was able to inspire and encourage Canadians to purchase vacations and escape the harsh realities of winter

The "Warm up to winter" campaign was launched in early January in conjunction with Blue Ant, Jaunt and the Travel + Escape media properties. Scotiabank produce 5 vlogs highlighting key travel destinations, both in Canada and abroad. In combination, Scotiabank presented the launch of "The New Nomads" web series embedding Scotiabank within the opening and closing titles.



Vestas, Act On Facts Vestas (Global)

The wind industry is under scrutiny by media-savvy and politically influential opponents. This anti-wind movement

represents a significant business risk to Vestas. Wind is being accused of causing a range of health problems such as 'wind turbine syndrome', wind turbines kill wildlife, they can cause cars to shake and rumble when too close, and that chickens raised close to wind farms lay yolkless eggs and provoked chicken cannibalism. Vestas is not aware of any scientifically-based, peer reviewed analyses that support allegations of 'wind turbine syndrome' and well sited wind turbines cause far fewer bird fatalities than buildings, power lines, automobiles, not mentioning house cats. And its conceivable that cars shake for any number of reasons. In many cases, these claims are unsubstantiated. Vestas intended to turn the quiet majority of people who support wind energy into a visible and vocal force to encourage politicians to back wind energy's continued expansion.

The campaign solution design was based on several in-depth interviews with key stakeholders, including developers, industry associations and NGOs/professional campaigners within renewables. Based on these discussions, The Act on Facts campaign sought to provide an overview of pro-wind calls to action on both a community and national level, thereby connecting possible supporters with all the good initiatives already maintained and executed. Since there is an element of activism crucial to Act on Facts, Vestas relied on a relatively young population segments who are more likely to engage. These segments are more easily accessible through digital and social media like Facebook, LinkedIn and Twitter. In all markets where Act on Facts was rolled out the campaign is kicked off by a physical launch event. Highly influential key influencers were targeted via Act on Facts campaign mails with the purpose of recruiting supporters from their personal and/or professional networks via social media. In addition www.ActOnFacts.org combined multimedia channels Social media channels have generated 47% of all messaging spread. Impressions on Vestas' LinkedIn profile fared well, starting with an increase of 56.3% week-on-week), with Vestas Facebook, content has been shared almost 150 times (an increase of 55.3% week-on-week). Finally, regarding paid media, the LinkedIn AOF video banner has now displayed 387,380 times on segmented Australians' LinkedIn pages.



Bank of America- Merrill Edge, Face Retirement Starcom MediaVest (Local)

What do you do when nearly half of all young Americans are not saving for their future? Bank of America thinks the answer is simple. You bring the future to them. Research from Stanford University showed that when young people are exposed to an image of their future-selves they are more likely to start saving for retirement. Face Retirement at faceretirement.merrilledge.com is an online experience where users share their age, take a photo, and Bank of America would shock them into thinking about their retirement by showing them just how the future could look. When people come face to face with their under-prepared, over-the-hill selves — real photos of themselves aged to 67, 77, 87 and older — we know they are more likely to save for tomorrow.

Bank of America also banked on people sharing their aged photos on Facebook. They didn't disappoint, and helped spread the idea to nearly 10 million people. Aging is a universal truth. Most everyone could use a jolt of reality to increase their likelihood of saving for the future. Since launch, Face Retirement has drawn well over a half million visitors, earned nearly 10 million social impressions, 569 earned major-media placements including Fast Co, Wired.com, and has been seen by millions on NBC's Today Show and CNBC's Squawk Box. Best of all, thanks to Face Retirement, Merrill Edge has seen an 11% increase in aided awareness and an 8% increase in brand favorability.

Canon EOS, Power to Generation M PHD International (Multinational)

With the Digital compact camera market in decline due to the rise of smart phone penetration and the popularity of disposable imagery on social network sites like Facebook, Tumblr and Instagram, Canon needed to remind their amateur audience about the value of quality photography and inspire them to rediscover the power of the everyday image through their work and personal passions. The objective for the EOS campaign was to create awareness for the new EOS M camera, a compact and DSLR hybrid camera, and drive growth by encourage existing consumers to upgrade from their smartphones and entry level cameras. Most people think of themselves as a 'creator' in this digital age, but for many the technical side of photography is overwhelming thus they default to the more instantaneous mobile phone photography. Canon knew that their audience is not interested in being photographers per se--- they want to be better designers, writers, stylists and so the aim of the campaign was not to focus too heavily on the camera and features but instead demonstrate how using the EOS M could enhance the creative output for their other passions in life. In order to do this Canon engaged 5 ambassadors (A fashion blogger, visual artist, food stylist & chef and fashion magazine stylist) to share their creative work and journey as inspiration. In partnership with VICE Canon created a Pan-European campaign across 6 markets featuring 5 high profile creative influencers from within the VICE world showing how the EOS M camera helped them document and inspire their daily creative process. Using homepage takeovers and videos & banner placement on the VICE homepage and seeding throughout the ADvice and VICE blogging network, users were directed to the 'Generation M' microsite which featured videos, interviews and reportage created by these Canon influencers. This gave Canon increased credibility and ultimately delivered a higher reach against a more qualified audience.



Dannon Oikos, Tasty Additions Havas Media (Local)

Oikos continues to build its place as a strong #2 in the US Greek yogurt segment, but eyes are on the #1 spot. Twenty percent of Greek yogurt segment volume is from large cups, such as quarts, and Oikos only has 6% of the large cup volume, suggesting that Oikos had the opportunity to grow share in this business as a cooking ingredient.

The #1 searched term for Greek yogurt is recipes, but the relevance of yogurt drops during the holidays as consumers prefer making comfort food or traditional

recipes over healthy food. Oikos developed a well-timed holiday themed digital effort, "Tasty Additions to Your Traditions" that engaged women throughout all points of their recipe seeking journey with compelling and innovative content within digital and social channels. By teaming up with highly respected recipe websites, Oikos was able to communicate the new use (cooking) and be seen as credible in the cooking space based on the placements. The brand was able to leverage a downloadable cookbook, a key takeaway that will continue to help drive future sales. It presented the target consumer with a new use for Oikos and exactly how to use it in a recipe.



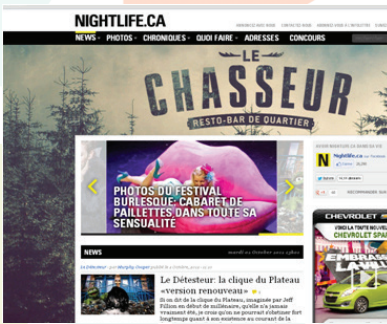
Fidelity, Thinking Big Havas Media (Local)

When it comes to investing, the search for fresh ideas and big opportunities never ends.

Neither does the battle for analysts, mutual fund managers, and asset-class experts who can find them. There are many competitors in the marketplace, and Fidelity set out to differentiate itself from the set. To overcome this, they partnered with several thought-leadership outlets to distribute their Thinking Big content and videos to audiences that would find it relevant and thought-provoking. The challenge was to find thought leaders across multiple media touchpoints. The end goal was to get these thought leaders to engage with the content either by going to the custom landing zone and view the videos, share the content via email or social networks, or attend events to engage with Fidelity in person. Fidelity sought to align themselves with thought leadership content across channels would allow the messaging the best opportunity to resonate with its target audience.



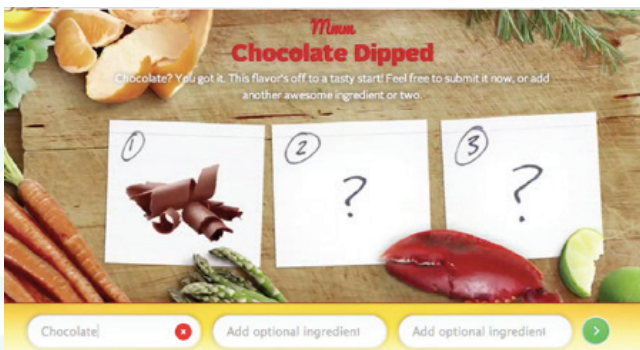
A key component to the campaign was a sponsorship with The Atlantic, a thought-leader platform in the space. The Atlantic worked created custom content around each of the four Thinking Big themes: Water, Bio Tech, Personalized Medicine, and Big Data. It created a Native advertising experience which combined video content, infographics and advertising. It also utilized promotional Tweets helping to drive traffic to the experience.



General Motors Canada, GM Chevrolet Spark Launch Carat (Local)

Last summer, Chevrolet launched in Canada the Spark, a sub-compact car, with high hopes of entering a very competitive

market. It sells at a very accessible price point and has certain assets that make it one-of-a-kind. The car had already been released with great success around the world and Chevrolet was ready to "Import their Export". The Spark had to be out there, versatile and nimble. Notoriety had to be built in a short period of time and the brand had to reach a young target who is spread out in their media consumption habits and selective about the content they choose to engage with. The overall objective was to generate buzz around the brand and to continue capitalizing on the Osheaga visibility. Multitasking is a phenomenon ingrained in the target's media habits, so it made sense to create an interaction between a banner and a smartphone. A 300x600 banner was created and it contained a 10-second pre-roll video highlighted a special feature of the car: the possibility to unlock the car's doors with a smartphone. The user was prompted to text message "SPARK" to a short number in order to receive a code that allowed them to "unlock" select content. When the user entered the code, the car lights flashed and previously blocked contents were now available. This gave the users the impression they had unlocked the car.



Frito-Lay, Do Us A Flavor MD US (Local-multi)

Frito-Lay's strategic challenge was clear: to create an emotional connection and commitment to between the brand and the next generation of U.S. snackers, the target being 25-34 year olds. But to be successful, they had to do this in a way that would engage them through a meaningful experience they would value. Lay's has been America's favorite potato chip for decades. It is a truly iconic brand that has been a central part of the US. Even so, being the best-tasting potato chip out there just wasn't enough. With new macro-snack brands entering the market and private

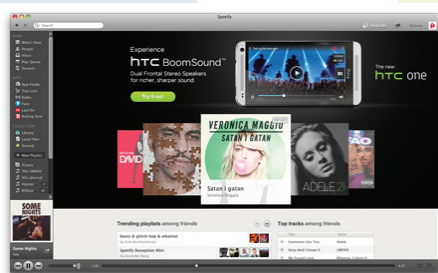
labels slashing their prices, competition was nipping at Lay's heels. Our target needed a reason to stop and take notice of Lay's, a reason to engage with the brand. Lay's immersed themselves in the world of their consumers and identified three key drivers of American culture that were largely influenced by Millennials: a desire for self-expression and individuality, a desire for authenticity, and a desire for recognition. Americans today want to be part of the cultural conversation. The winner gets instant fame in the snack aisle, a whole lot of bragging rights and potentially one million dollars or 1% of their winning flavor's sales.

Lay's paired up celebrity restaurateur Eva Longoria and, The Chew's Michael Symon. We featured them in all of our TV, online and in-store efforts, and Eva and Michael were members of an elite judging panel of chefs, foodies and flavor experts who helped narrow down the flavor submissions to the final three. An easy-to-use Facebook application was created completely centered on the user and their circle of friends, and gave them something worth sharing. All these efforts helped make Lay's top-of-mind by putting them squarely in the social world that the target audience was living in.

HBO, Banshee Cinema Launch PHD (Local)

Cinemax Subscribers expect original content in the action/adventure genre that is radical and unconventional. As a premium network brand with content that caters to this niche, they had to deliver a creative solution that signaled how this new series would be all of the things that the target audience demands from the brand -- original, alternative, and unorthodox. In a first-to-market move, Cinemax decided to make the entire first episode available to network subscribers and non-subscribers through two platforms coveted by the target audience before and simultaneously with the TV broadcast, thus showcasing the originality of the series. As TV consumption worldwide is no longer beholden to schedules set by programmers and operators, the marketing approach to support TV programming has to reflect an understanding of consumer habit to enjoy TV content on his own terms when he wants. By virtue of a cross-medium, multi-million dollar ad campaign, Banshee was Cinemax's highest rated original series, delivering 970,000 on-channel viewers of episode 1, on premiere night and the activation of the GIF premiere and full episode on YouTube delivered 92,793 incremental views of episode 1.





HTC, HTC One M2M (Local-multi)

HTC is a mobile device manufacturer, yet they are a small player in a highly competitive

category. For the launch of their new HTC One, the brand needed to create a campaign that was smarter and more innovative with a fraction of their competitors' budgets. The HTC consumer is a millennial who lives their life through a socially connected, digital world. This demographic would reject or ignore brand messages that are simply pushed on them. photo to their social network, increasing brand exposure beyond the live event. The concert series was also amplified through artists own social networks and the whole concert series ran as branded content on the VICE digital network. HTC leveraged SAY Media's network of grassroots editors and their dedicated audiences to create custom content using the HTC device. Content was featured on the editors website, their social network and within an engagement unit that ran throughout SAY's network. A first of its kind contest was also launched – Canada's Next Influencer, where up and coming bloggers could win a 'start-up' package to turn their blogging passion into a career. The contest not only increased HTC's social reach, but also their favorability among millennials.

Levi's, Flipboard Social Catalog OMD International (Global)

Levi's is an iconic fashion brand with a distinct image and cultural voice, but it wasn't getting traction with younger audiences. So Levi's set out to reinvigorate the brand. Knowing that the target consumer would reject the traditional, interruptive media model, Levi's did the same. They found that mCommerce had been exploding among our target audience, and the market was expected to reach 50+ billion dollars in the next few years. To raise awareness and generate sales among a younger, connected target, they needed a mobile idea that showcased the fashionable brand with impactful imagery within the confines of the mobile environment. In order to bring the brand to life, Levi's collaborated with Flipboard, a massive application with over nine million monthly users that aggregates social and professional content dynamically into a beautiful digital magazine. High impact imagery was inserted into nine major publications' editorial sections on Flipboard. Those images created a brand new experience for Levi's and an entirely new product for Flipboard. The Levi's Magazine, a rich, custom digital experience was tied to sales, allowing for full ecommerce capabilities without having to leave

the Flipboard app. The Levi's magazine not only functions as a template for success, but it was so successful that Flipboard created a new ad product based on the execution and now actively sells it to other brands looking for mobile solutions. This all led to more than 160,000 clicks to the ecommerce experience. Overall, the Flipboard partnership was not only a hugely successful first-of-its-kind mobile execution, it was also a standout piece of a larger campaign that drove a 5% increase in revenue and a 264% increase in profit according to the latest quarterly results.

Flip and Shop: Flipboard Social Catalog Debuts

Posted on September 7, 2012 by Inside Flipboard



Norelco, Click & Style Havas Media (Local)

In recent years, the electric Shaving and Grooming category in US has been declining. While older users continue to use electric razors, their younger counterparts are adopting blades, which are perceived as easier, cheaper and cooler. In order to grow the category and the business, Phillips Norelco had to find a way to become relevant to younger men. To do this, Philips introduced a new product called Click & Style, a multi-purpose electric shaver, styler and body groomer. Their challenge was not just about driving brand preference; rather, it required a behavior shift among the target to convert from manual shaving to electric. The message was showcased through highly targeted, young male programming in Cable TV as the launching pad to get the brand noticed among this new target audience. To make real impact, Norelco amplified the message and played off the euphemisms, by creating native content within digital environments where our guys hang out. Additionally, Norelco partnered with WWE (World Wrestling Entertainment) and premier wrestler, Daniel Bryan, to seamlessly integrate Philips Norelco into WWE content and social experiences. Daniel Bryan created funny videos that marvel at the great facial hair of renowned wrestlers of the past. Within these videos, he also demonstrated product usage, reveled in his own manscaped masterpiece. Phillips Norelco experienced an increase in sales by +400% since the campaign started with the Click & Style jumping to the #2 most-wished-for razor on Amazon within 10 days of the campaign start.

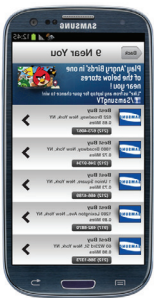




Planters NUTrition , Peanut Butter Kraft Foods Starcom Media Vest (Global)

It's hard to improve on something

as perfect as peanut butter. Kraft decided to meet that challenge by formulating a delicious version for active adults, adding extra ingredients like granola and berries, resulting in a protein-packed fuel called Planters NUTrition. Kraft knew our health enthusiast audience was diet conscious, active and inherently mobile. A fresh take needed to be introduced on an old staple. Kraft partnered with Zipcar for the centerpiece of its mobile execution. The "Daring Detours" program began with a curated collection of exciting itineraries in each of Zipcar's 14 cities. To fuel the campaign, Zipcar brand ambassadors distributed NUTrition Peanut Butter samples and "Ticket to Adventure" stubs were placed in vehicle cupholders. Nearly every Zipster uses a smartphone, and those who snapped the corresponding QR tag on the stub entered the "Daring Detours" mobile experience. Kraft offered suggestions for active hot spots such as trampoline parks, rock-climbing gyms and zip lines. People who participated also found a downloadable digital coupon for NUTrition. Participants posted photos of themselves on Instagram with hashtags #NUTritionPB and #zipcar to earn a \$25 account credit and the chance to win a free Zipcar for a year. Kraft reached overlapping social media-ready communities that hadn't been the focus of their client's marketing strategies. DaringDetours.com earned more than 10,700 unique visitors, spending approximately 1:30 minutes per visit. Judging by these results, Kraft is well on its way to achieving the annual goal of 4% trial rate among health enthusiasts.



Samsung Smart TV, Smart-Fencing Starcom MediaVest (Global)

With motion and voice control built in, the Samsung Smart TV is the most advanced TV on the market, truly embracing today's immersive technology lifestyle. The only problem is people typically only buy a new TV every 5 years. The question became, how could Samsung drive excitement for an immersive TV experience in a

consumer's non-immersive living room? By getting them out of their own living rooms and into Samsung's. That is exactly what they did with the first ever global smart-fencing mobile campaign. People today expect immersive technology experiences. In fact, 86% of people who buy Samsung Smart TVs first experience them in a retail environment. So that's exactly what they made happen.

An experience centered on the new Smart TV was built at key retailers in each market, including a demo of Angry Birds controlled by voice and gestures. But how could we physically move people from the comfort of their own living rooms to ours? They would speak to them when they were already at or near the retail location. And they sought to speak to the right people - tech enthusiasts and early adopters, those that would be most excited about Samsung's Smart TV innovations. Using geo-fencing technology to identify tech enthusiasts that frequent electronics stores across the US, UK and Canada based on their mobile devices' historical location data. Using the same geo-fencing technology, they connected with this audience through their smartphones only when they were at or within 5 miles or 8 kilometers of a key retailer. Once within proximity, they were served a mobile message inviting them to test out this new living room experience with the Samsung Smart TV.

Subway, The 4 to 9ers, MediaCom (Local)

Subway, the world's largest restaurant chain, is known for going far beyond the media buy with its fresh take



on content. For years, they've made sure each branded integration passes a rigorous set of filters: Does it make sense with all our other content initiatives? Does it show a true brand benefit? Is it seamless and non-intrusive? The result: dynamic, customized content that is way more than your garden variety product placements. To reach a wide variety of targets, we've presented the brand across multiple platforms, including sports like NFL and ESPN and television. The 4 to 9ers" launched as a Hulu Spotlight series with six 10-minute episodes, and the critics raved. TubeFilter called it "funny, entertaining" and "charming sitcom" that "only really feels like an ad when the characters from the show appear in Subway ads before each episode starts." It was extended the series on YouTube, Facebook and Twitter with 35 "bonus content" episodes for fans to dive deeper into the characters and story — showing how the characters got their jobs, behind the scenes, even favorite dance moves. "The 4 to 9ers" became the #1 scripted short comedy on Hulu, with an astonishing 12 million views and counting. The impressions translated directly to a \$500 million+ media value. Most importantly, teen traffic YTD is up 19%. With a dedicated "The 4 to 9ers" YouTube channel, Facebook page, Twitter handle and social outreach program, Subway has become a natural part of the conversation and in fact topped the chart of brands for its online social currency.



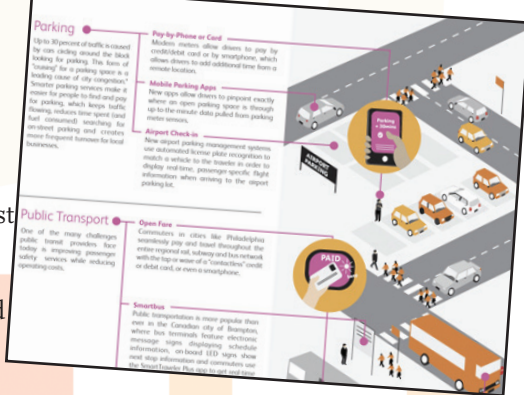
Ted, The Impossible Hero PHD Germany (Local-multi)

Ted, the film hero, is annoyingly immature, politically incorrect, and quite simply impossible.

Plus, he is – a teddy bear! His movie launch was up against a nationwide blockbuster, as well as against a combined force of cinema-superheroes like The Avengers, Batman and Spiderman—all flooding the box office at exact the same time. So PHD decided to introduce Ted to the world instead of launching a movie. There was just one way to make people chose the clumsy bear over a bunch of cool comic heroes: Make all communication prior to the film as hilarious, disrespectful and inappropriate as Ted himself. In order to do so, PHD decided to simply provide Ted with an online-stage as big and versatile as possible and let his “charming” and “enjoyable” personality work its magic. And this he did – exorbitantly so. He hijacked film sites, newspaper and magazine landing pages with his hilarious and disrespectful behavior and made his way on Youtube, Facebook & Co. PHD knew that TED could only win this battle, if we could make him the hero of the digital ecosphere – so we needed to get people to like, share and comment.

Xerox, Made Simple Y&R (Global)

Over the past few years Xerox has transformed itself from ‘a copier company’ into one of the leading providers of business services in the world. In 2010, Xerox launched a repositioning campaign centered on building credibility and trust in the services business. This was executed by using customer testimonials of popular brands to convey the services these brands outsourced to Xerox. The problem here was that this approach put the spotlight on the Xerox customers, and left the Xerox brand playing second fiddle to client’s stories. Xerox needed to carry on with telling their new story to clients, investors, analysts, business industry leaders and influencers; but in a way that shifted the spotlight back to Xerox.



The strategic approach to this phase of Xerox’s repositioning campaign was to tell our story using some substantial “factoids” that powerfully convey the scale and scope of what they do. To do this, they designed high impact rich media units to talk to six key services offerings to hit key verticals: Finance & Accounting, Document Management, Human Resource Services, Customer Care and Transportation services. The messaging was straight forward and by the facts, demonstrating the enormous amount of back office work Xerox does for so many behind the scenes. Xerox’s referral volume, referral rate, and cost per referral to Xerox.com’s Services pages surpassed the other campaigns and optimizing the online media and site has helped in increase all metrics across the board.

Vodafone, Night Owls Tour OMD Germany (Local)

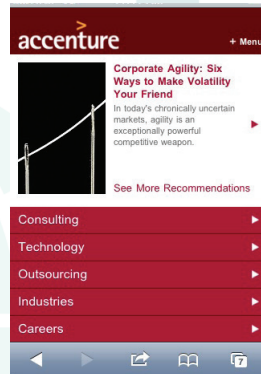
Vodafone is one of the most successful and well-known brands within the German market.

Yet, they needed younger audience segments to engage and interact with the brand, so they could experience Vodafone as more than a regular telecommunication company. Vodafone mobile tariffs are simply too expensive for the young, urban, well-informed Facebook generation that prefers to invest their scant resources in stylish clothes, the latest technology trends or going out to the best club in town. So, how did Vodafone convince this generation that they are not an unscrupulous mobile contract seller, but the pulsing heart of their digital lifestyle? These young people are strongly influenced by what is popular and trendy within their peer group. Vodafone used just that to its advantage, taking a series of events that turned a small number of privileged trendsetters into powerful multipliers for Vodafone—without being perceived as advertising. Thus Vodafone “Night Owls” was born, a next generation clubbing experience which used the digital lifestyle of the target group on Twitter, Facebook and YouTube to the maximum. The responses were—and still are—euphoric. Each Night Owls party turns a few hundred guests into thousands of friends following, commenting and sharing the party live. Vodafone was present in every tweet, every like and every post. Their message hit the heart of the target group with the smartphone turning Vodafone into their partner for fresh, urban lifestyle. Highly successful 98% of Vodafone’s Night Owls became brand fans in social networks and increased product turnover, up to 40% within the target group.



Accenture, Mobile Accenture Accenture (Global)

Accenture.com is the dynamic online presence for Accenture, a \$27.9 billion global management consulting, technology services and outsourcing company. To serve the growing number of visitors accessing the site from a mobile device, Accenture had long provided a mobile-optimized version of accenture.com. However, while visitors to the desktop version of our site could scan more than 50,000 pages to learn about our services, research insights and our success with clients, those visiting through a phone could scan little more than a simple list of services in a mobile-optimized format.



Studying their target's use of mobile technology Accenture found that fully half of their time online is spent through either a tablet or a smartphone. Further, they found more than three-quarters of our target use a smartphone and that a growing percentage is leveraging mobile-enabled content. Beyond offering mobile-optimized pages, Accenture wanted to enable our mobile presence to expand seamlessly with their website and needed an innovative approach enabling them to publish updates to their mobile optimized site simultaneously, without creating a separate site in the process.

Accenture has since seen heavy traffic to the site—nearly 40,000 visits and more than 60,000 page views in the most recent month for which we have complete metrics. They have launched mobile-optimized versions of our website for internationally, in the United Kingdom, India, Philippines, Australia, Brazil, Japan, Germany, Italy, Spain, Chile, Argentina, Mexico, Netherlands, China and France.

CCM Reebok, RBZ Hockey Stick Carat (Local)

The launch of a new hockey stick rarely makes headlines unless a major technological breakthrough transforms the user's experience. This is precisely what



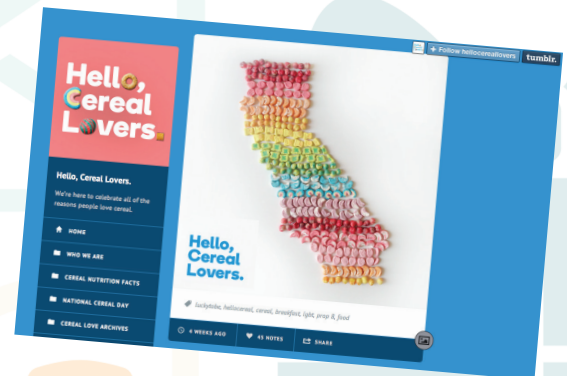
CCM Hockey brought to market with its new RBZ product for Xbox. The RBZ hockey stick which integrates the innovative Speedblade technology in the head of the stick, enabling hockey players to accelerate considerably the speed of their shot needed to be introduced to the Canadian market. To that end the media strategy needed to reach a highly solicited target effectively while educating consumers about the unique attributes of the product. The key insight that drove the media platform choice was the result of a study by Xbox which indicated that more than 50% of Xbox NHL 2012 players who play hockey-related games also play hockey in real life.

The strategy execution was activated in three phases, creating a Branded Destination Experience within the 'Hockey Central' section of Xbox live containing detail around the new Speedblade technology, the second consisted of filming the winner's experience at the Pro Hockey Summit to create exclusive content for the Hockey Central section. Finally, the third phase was directly tied to the simultaneous launches of the RBZ hockey stick and the NHL 2013 game, the most popular hockey game played on console. CCM Reebok gave all players the chance to obtain for free a virtual CCM-RBZ hockey stick for their virtual avatar, a first in Canada.

General Mills, Hello Cereal Lovers McCann (Local)

Cereal is a beloved American staple, going back more than a century. What could be more iconic than starting the day off with a big bowl of cereal? Lately, even as in-home breakfast consumption has gone up, cereal consumption has gone down. General Mills knew something had to be done to reverse this pattern. Using a comprehensive social media strategy, they sought to harness the nostalgic power of cereal by starting a conversation and creating a platform for sharing their engagement and love of cereal. On Facebook General Mills garnered 312,861 fans and on YouTube, using just four videos, they received a total of 151,406 views.

The success of the campaign provoked discussion from mainstream media, notably in a New York Times article praising the campaign for being brand agnostic.





Google, Pixel, Obscura Digital (Global)

Google was challenged this year to creatively utilize 60 Google Chromebook Pixels to demonstrate the interactive touch screen and retina display features through a communal interactive experience. Google conceptualized a challenging design of 2 rows of 30 laptops each inverted in a circle, with a resolution of 76,800 x 3,400 pixels combined with 60 channels of audio, to create an interactive art sculpture called "Pixel 2.0 - The UFO". The interactive installation enabled people to walk up to the product and draw musical paths on the touch screen surfaces with their fingertips to trigger networked media and musical notes that simultaneously played across the 60 machines. This innovative art installation has paved the way, providing a unique approach for brands to display and launch new products. When the Google Chromebook Pixel premiered at Google I/O, there was a lot of blogging and reporting stating that the 'Pixel 2.0 UFO' generated its own hype and buzz at the live event. Due to the installation's success, the Pixel 2.0 UFO is going to travel to other Google events.

"Survival" was created, a multi-level mobile game that is built in HTML5 and device agnostic.

The goal of *True Survival* was to help the main character, Pam, to survive as long as possible and try to achieve the high score or beat your previous best. The player could then invite other fans to play via social platforms and post their scores, game captions and game links to the Facebook pages and Twitter feeds. With over 210,000 plays and an average of 30 minutes on average spent on the site, it was released in 25 languages.

Lenovo, LeFun Run: GPS Marathon BlueFocus (Local)

Most people find out about marathons when athletes break world records or when accidents happen. As social media and smart devices develop continuously, there are more ways to watch and participate in sports.

Purely watching sports on TV can no longer satisfy the audience, people would like to participate and share more. Lenovo takes on this opportunity to build an innovative brand image: LeFun Run, a social platform designed for marathon runners. With an aim of using technology and mobile Internet for marathons to become a sport everyone can participate in anywhere they would like. The ultimate goal for Lenovo is to increase its smart phone exposure to showcase product features via this innovative marketing to attract young consumers and increase the brand awareness of Lenovo smart phones.



LeFun Run is a social application for runners with GPS and social sharing functions. The Lenovo marathon GPS webcast 2012 took place in the Beijing International Marathon on November 25, 2012, the Shanghai International Marathon on December 2, 2012 and the Xiamen International Marathon on January 5, 2013. There were 196,112 Weibo items related to LeFun Run, and the app was downloaded 1,050,000 times. More and more young people are using LeFun Run to jog and share their routes and emotions. Thus they are influencing more of their friends to start running and a healthier lifestyle. Google's comment on this GPS webcast was "after the webcast, Lenovo is truly a distinguished brand."



HBO, True Survival, PHD US (Local)

HBO's *True Blood* is one of the most popular programs on TV. However, due to

plot changes in Season 5, the viewership decreased for the series overall. HBO needed to effectively reinvigorate fans love for the iconic moments of each *True Blood* season, and awaken their passion for the show's sixth season. Giving fans the reins, HBO created a custom HTML5 game, creating a strong connection between highlights of the most popular season while leveraging the engaging functionality gaming offers. Teaming up with TreSensa Mobile Games and Mondo Studios "True



Shell, The Fuel Rewards Network, MediaCom (Local)

Shell launched the Fuel Rewards Network (FRN) program, a first in its category. The FRN allows consumers to save on Shell fuel by earning Fuel Reward savings through everyday shopping such as: groceries, online shopping and dining at participating restaurants. With a goal of inspiring active membership on a minimal budget and with too many rewards programs on the market, Shell needed to be extremely selective when choosing a media mix. In doing so, Shell learned that the Reward Seeker consumer highly engaged with digital media, including display, search, mobile and social. With a goal of doing more than just generate registrations; Shell wanted to inspire active membership.

Media alone was responsible for over 57% of total registrations, more than any other tactic – including on-site activation, promotions and PR combined. The target of 850K registrations in 6 month was reached 45 days ahead of schedule!

Lion Dairy, Farmers Union Iced Coffee, Starcom Media Vest (Local)

Farmers Union Iced Coffee has legendary status in South Australia. The 600mL carton outsells Coca-Cola's 600mL bottle by almost 2:1 with the brand officially becoming a certified Southern Australian icon. This meant there may be little room in South Australia for Farmers Union Iced Coffee to grow. With goals of expanding outside its heartland and aim for wider national prominence, Success meant not only creating immediate appeal to drive short-term sales, but cementing a unique position in the hearts of Aussie



men for long term loyalty and new market growth. However, Farmers Union Iced Coffee resonated with the way Australian cricket used to be, resulting in the birth of 'The Club Room.' The Club Room was designed to be a destination accessible across the country, in their homes, their online world and their local sporting clubs. Farmers Union Iced Coffee's Club Room united Aussie men across the country with the brand, each other, their sporting heroes - to ultimately generate long term brand love. Exiting The Club Room, 72% of visitors claimed intention to purchase Farmers Union Iced Coffee a 66% ROI.

Lowe's, Sims Social OMD US (Local)

In 2012, Lowe's introduced a revolutionary new tool for home owners. MyLowe's, a web-based loyalty program, allows users to track all of their purchases in one place, organize what they've bought, and plan for future projects. Though



MyLowe's was successful in terms of the number of sign ups, consumers were not interacting with the tool. Partnering with the popular game The Sims Social, Lowe's introduced a game tab within MyLowe's, it proved the perfect place to showcase MyLowe's in a fun and innovative way, while educating consumers on the real world benefits. Bringing MyLowe's to life in The Sims required a new approach to in-game integrations. In order to succeed, we needed to introduce changes to the game's design that would benefit both the player and the brand. With a focus on ease of use and improving game play, we introduced a MyLowe's tab in the game that provided users playing The Sims with the same benefits the real-world product provides to home owners. As new items were purchased in-game, they automatically populated in the MyLowe's tab, the same way they would in the real-world MyLowe's website. The results proved this strategy to be effective as Sims users seamlessly adopted MyLowe's into their game play, which directly led to an increased awareness and interaction with the real MyLowe's product to definitive success with over 22 million My Lowe's items being purchased from the Sims Store and Lowe's seeing significant lifts against brand metrics.



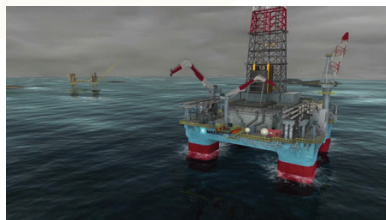
**Luxottica,
Ray Ban Boiler
Room,
OMD International
(Multinational)**

Based on current tracking we know Ray-Ban is blessed with huge understanding

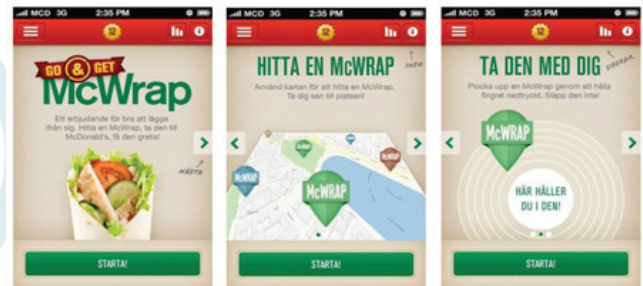
and brand recognition across every major region. The challenge is no longer creating excitement around the brand but maintaining it. In 2013, Ray-Ban isn't just competing against other sunglass brands; they're competing for share of mind in the space of "cool", with brands such as Vans, Nike, and Apple. The target audience are the purposefully creative - young, cool urbanites living on the edge. In order to remain on top, it was critical Ray-Ban engaged their audience in an authentic way, offering experiences and content truly valuable to them. Aligning with key passion points Ray-Ban decided to connect through one their most cardinal – Music. Ray-Ban went to work with the freshest, fastest growing, most innovative music platform out there – Boiler Room, a live music streaming platform from the UK steadily growing traction in the States. Partnering with them for South by South West, they co-created a VIP line up for the festival. An intimate VIP concert was teased through Boiler Room and Ray-Ban's social media channels driving astonishing engagement. Almost 15,000 online event RSVPs were received, each posted to the recipients Facebook newsfeed. To date the performances have been watch a further 170k times on Youtube, with an on-going legacy of the event.

**Maersk (AP
Moller),
Quest for Oil,
FRND+
Serious Games
(Multinational)**

Maersk is the largest shipping company in the world, but is known by few outside the industry. The company heritage and corporate mantras of 'constant care' and 'silent living' has kept Maersk from engaging in major communication and branding initiatives towards the broader public. Over the next years the company is focusing investments into the oil and gas division.. These efforts required a break with Maersk's traditional approach to communication. How should Maersk position itself amongst the broader public, and provide the insights necessary in order for people to grasp the scope of one of the world's most challenging industries?



Our solution was a real time strategy computer game: The Quest for Oil. Drilling 12 into the planet, crossing immensely dense layers of earth and rock and hitting the target with a precision of inches were the themes of the game, all with a goal of giving people unique insights into a highly technological industry and provide an involving hands-on experience in which you can engage and learn. To date the game has been downloaded 113,827 times.



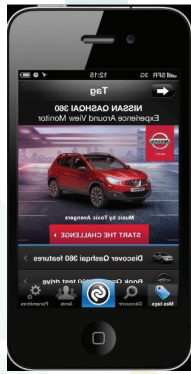
**McDonald's,
Swedish Wraps
OMD Sweden (Local-multi)**

With an objective of driving visits during peak lunchtime hours the McWrap was chosen as the vehicle to drive these visits. The main barrier to success was fragmentation of the lunchtime market. To change lunch buying behavior patterns and convey the message that McDonald's a famous and beloved burger joint also offers wraps was a challenge that needed an innovative solution. The McWrap is easy to eat on the move and can be eaten with one hand. To reach people on the go and visualize McWrap as the product you can easily bring with you was the campaign goal. The McDonald's app already had a large audience over, 100K users, so to engage with and leverage this audience in a new and innovative way McDonald's implemented the use of a 'Hands On' app mechanic to inform app users about the new McWrap.

To complete the challenge, participants had to: download the McDonald's app, find a virtual McWrap via the maps feature, hold a finger to the virtual McWrap without letting go until you reach the closes McDonald's restaurant and claim your free McWrap. This 'Hands On' approach lead to the sales of McWraps during the launch performing at 31% above estimated goals. There was extremely high engagement and to date 100,000 free McWraps were redeemed. Footfall increased significantly increased and McDonald's lunchtime position was successfully defended.

Nissan, Connected to the City, OMD International (Multinational)

Since arriving on the scene in 2007, Nissan Qashqai has defined the crossover SUV market throughout Europe. However, competition has intensified and the challenge of converting awareness into action and enquiries has become harder. With a goal of creating deeper engagement with their target audience Nissan tapped into research showing that more than 70% of the target demographic use their smartphone while watching TV. They expect technology to be seamless and intuitive, so Nissan turned to mobile technology to users a deeper experience of Qashqai, synched with TV advertising. Founded in 2002, Shazam has had great success using sound-recognition technology enabling users to learn the artist and title of songs on the radio. Identifying this technology could be used to respond to music in Qashqai TV advertising – intuitively linking people to content about Qashqai in real time the strategy was simple; create a cross TV & Mobile experience that use Shazam application to link people through a virtual experience of the Qashqai and deliver this at scale across Europe.



Sephora, AVD TOUCH, AVD Digital Media, China (Global)

AVD TOUCH™ technology is the foundation for the digital strategy in SEPHORA interactive case studies. It is a results-oriented tool users love and clients count on. For users the interface is pure fun. If they see it and like it, they can explore a product immediately, or buy it! It can engage audiences while educating them and increase sales revenue while capturing actionable user intelligence. Deeper engagement produces highly specific data insights based on actual touches of the video content.

When content is layered with AVD TOUCH™ technology, click-through to buy rates, sales conversions and capture of user data experienced 500%+ increase over all standard video, standard banner advertising and pre-roll benchmarks.

Using visual keys, AVD TOUCH™ marries the world's most advanced technology with man's most powerful desire- it allows audiences to touch and explore whatever they find interesting, whenever they want to, while they watch. Search, share, explore, buy, the audience is fully in control. Using AVD TOUCH™ brands engage and connect authentically, only when the user chooses, leading to genuine social sharing and often, immediate purchase action.

Limkokwing Mobile Academy, World Wide Web Domination, FRND+ Serious Games (Local)

The Malaysian city of Putrajaya desired a website that highlighted its unique characteristics. It required a website that built a closer rapport between Putrajaya and its community, while promoting its appeal as a city for business and tourism while also inspiring the city to becoming more active, productive, and mutually supportive. The inimitable beauty and culture of Putrajaya make it a city of wonder. The Perbadanan Putrajaya Portal is an innovative website developed in partnership with Limkokwing University of Creative Technology. The Perbadanan Putrajaya Portal goes a step further to structure content on the site to fit the different users perfectly. Having incorporated interactive functionality to the website with Twitter, Facebook and Flickr to encourage maximum engagement with the community, targeted users can find all their needs about Putrajaya in one place. To date there are currently 112,941 fans on Facebook and the video has received over 1M views.



Vanguard, Revolutionizing Campaign Performance Media Kitchen (Local)

In 2011 in an ever crowded financial services category Vanguard faced a period of declining acquisition, turning it around successfully to become the world's largest mutual fund company. To further these great results in 2013 Vanguard continued to optimize their plans and ensure every dollar spent on advertising was the most cost effective. Fueled by Vanguard's mission to keep operating expenses as low as possible so more returns go back to the clients, the strategy was to push digital thinking to the limits. Using Fractional Contribution, they saw both Site Direct and Optimized Display play a more significant role. This led to a shift in dollars previously allocated towards Search toward display, resulting in a 16% higher conversion rate with an 11% lower cost per acquisition. In closely looking at ways to optimize campaign performance and retooling what was in place, Vanguard immediately saw a 17% lift in over target projections.



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Havas Media

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BRONZE
CCM Reebok
RBZ Hockey Stick
Carat Montréal

Ody Giroux
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the internationalist

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BRONZE
Luxottica- Ray Ban
Boiler Room
OMD International

Ruxandra Mocanu
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Imaginat10n
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Kimberly Abend
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the internationalist

17

GRAND PRIX
Dove (Unilever)
Real Beauty Sketches
PHD International, Ogilvy Brazil
and Unilever

Rodrigo
Global Brand Director

Steve Williams
President

DIGITAL WINNERS SHINE AT NEW YORK'S TIMES SQUARE

On November 14, atop New York's Times Square, some of advertising's best and brightest from around the world gathered at an elite Winners Dinner to celebrate outstanding case studies in the 5th Annual Internationalist Awards for Innovative Digital Solutions. The Winners Celebration was produced in association with BBC Digital, Publicitas, Thomson Reuters and RPM Sports.

Pictured left to right:

- 1 Caroline Moul, PHD Canada; Deborah Malone, The Internationalist; Zoryana Loboyko, PHD Canada
- 2 Steve Williams, Tara Nolan and Anna Chitty — all PHD
- 3 Chris Price and Erica Chen — both Starcom MediaVest Group
- 4 Cameron Hogan, Y&R and Chris Boles, Xerox
- 5 Jesse Feldman, Michael Berberich and Barry Garbarino — all ANA/Association of National Advertisers
- 6 Kathleen Gambarelli, The Media Kitchen; Thomas Ahn, kbs+partners
- 7 Rachada Tepsatra and Stephanie Fierman — both MediaCom
- 8 Anya Slavin, Melissa Romig, Joe Warren — all Havas Media
- 9 Amanda Crowley, ANA and Adnan Brankovic, MediaCom
- 10 Jens Lerno Storm and Anna Doan — both Vertic
- 11 Ramzy Abou Chacra, Initiative MENA; Chris Dean, BBC and one of the evening's hosts; Jordan Kim, McCann
- 12 Allan Nisanyan and Patricia Lopez — both Havas Media, receiving an award for Norelco
- 13 John Toth, Thomson Reuters and one of the evening's hosts with Ody Giroux, Carat Montreal
- 14 Ruxandra Mocanu, OMD; John Toth, Thomson Reuters; Julien Duvoux, OMD
- 15 Chuck Shaw, MediaCom and Bruce Brandfon, Publicitas and one of the evening's hosts
- 16 Chris Dean, BBC with Kimberly Abend, MediaCom receiving a gold award for Canon's Project Imaginat10n
- 17 Tamim Bteddini, one of the evening's hosts from RPM Sports Management with Grand Prix winners Rodrigo Ferrari, Dove; and Steve Williams, PHD

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CHINA 50 MARKETERS GATHER IN SHANGHAI

In October, members of The Internationalist's CHINA 50 gathered for a celebratory dinner with peers at the House of Roosevelt on Shanghai's Bund. With views of shiny Pudong skyscrapers, the location also served to highlight China's international aspirations and its explosive growth. THE CHINA 50 was created in partnership with Marketing Consultancy R3, and the Dinner was hosted with the support of Adsame and Touch Media. The individuals who comprise THE CHINA 50 have championed extraordinary programs to drive success for many of the world's most engaging brands in a market that is home to 1.3 billion people and has risen quickly to rank among the largest and most influential economies. They have set new standards for their own sprawling market and for the world.

All photo identifications from left:

- 1 Linda Li, Visa; June Seah, Hilton; Vivian Pan, Visa; Goh Shu Fen, R3
- 2 Gary Xie, Kimberly Clark and Li Dan, Yili
- 3 Geng Yan, IBM & Helen Du, Microsoft
- 4 Greg Paull, R3 and Simon Pestridge, Nike
- 5 Deborah Malone of The Internationalist addressing THE CHINA 50
- 6 Joanna Hutchins, Unilever
- 7 Camilla Hammar, IKEA
- 8 Ben Wilson, Reckitt Benckiser
- 9 Christine Xu, McDonald's
- 10 Marie Han Silloway, Starbucks
- 11 Clair Mah & Angelena Sun, Tiffany's
- 12 Tony Zhang, Ferrero



Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai
conoverbrown@worldmediaonline.com melissaworrell@worldmediaonline.com

Is The Safe Harbor Becoming Unsafe?



Eric Vaughn-Flam is a Senior Partner of the firm Sanders Ortoli Vaughn-Flam Rosenstadt LLP, www.sovrlaw.com where he heads the Intellectual Property and Advertising Departments

by Eric Vaughn-Flam Esq.

Eric Vaughn-Flam Esq., the General Counsel for the Internationalist, shares the association's legal perspectives and opinions for today's ever changing global advertising landscape.

For companies doing global commerce these days, it is becoming increasingly difficult to keep up with international privacy standards. This could have severe consequences.

Back in the year 2000, the U.S. Department of Commerce and the European Commission established a "Safe Harbor" framework¹ by which U.S. companies could comply with European regulations on data transfers.² This agreement however has been under increasing fire,³ largely criticized for permitting rampant violations to occur without penalty. The FTC Commissioner, Julie Brill, has admitted receiving a list of 400 companies falsifying certifying compliance, yet maintains the FTC vigorously enforces its provisions. The recent revelations of the U.S. National Security Agency PRISM have thrown gasoline on the fire concerning outrage of wholesale data release.

In the wake of the increasing criticism of the U.S.-EU Safe Harbor, a German Court has independently ruled recently that Google's general data-use terms violated German law. Under proposed EU rules, U.S. companies could be hit with fines potentially exceeding \$100 million. The Federation of German Consumer Organizations ("VZBV") has targeted Google as well as Apple and Samsung since 2012. This decision is widely viewed as an assault on the Safe Harbor.

The demise of the US-EU Safe Harbor could have catastrophic effects for companies doing business internationally. Without it, there would be no mechanism by which international privacy standards can be reconciled without tremendous risk. U.S. Companies would be subject to European data protection authorities as we have now seen from Germany – rather than U.S. agencies. Companies would be required to expend massive resources to achieve compliance on a transaction-by-transaction basis.

¹ Safe Harbor Arrangement Official site (<http://www.export.gov/safeharbor>).

² Particularly EU Directive 95/46/EC regarding protection of personal data. Companies operating in the European Union are not allowed to transmit personal data to countries outside of the European Economic Area unless there are adequate assurances that the data will be protected. U.S. companies must certify that they have satisfied the Safe Harbor Privacy Principles which require: Notice to consumers of data collection and use; Consumer consent; Transferee certification; Security measures; Relevant of the purpose used; Disclosure to consumers; and enforcement of the foregoing.

³ Criticism began on 2002 with the first review by the European Union: (http://europa.eu/justice_home/fsj/privacy/docs/adequacy/sec-2202-196/sec-2002-196_en.pdf) then again in 2004 (http://ec.europa.eu/justice_home/fsj/privacy/docs/adequacy/sec-2004-1323_en.pdf) additional commentary in 2008 "US Safe Harbor- Fact or Fiction?" Chris Connolly (Galexia) Privacy Laws and Business International, issue 96, December 2008 (http://www.galexia.com/public/research/assets/safe_harbor_fact_or_fiction_2008/).

Tony (29岁 主管):
边坐车边购物, 好方便呀!

Mary (27岁 主持人):
好看又好玩, 堵车也不
会影响心情!

Bill (30岁 总监):
原来手机和触屏能互动,
太好玩了!

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