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Circulation: 8,066,707 Ad rate*: US\$394,604 (JP¥39,855,000)

Nikkei us\$66.43

Circulation: 3,040,509 Ad rate*: US\$201,980 (JP¥20,400,000)

Data source: Circulation: "ABC Report of Jan.-Jun. 2007" Full page, morning edition, B&W published rate as of June 2007 (US\$1.00=JP¥101)

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Well Read in Japan



Passionate Individuals with Innovative Ideas Drive Growth



This marks **The Internationalist**'s fourth annual Agency Innovators edition, and we're delighted to see how many people in our industry are driving forward without allowing any economic encumbrances slow them down. It is also inspiring to recognize that break-through thinking knows no bounds of geography, age, or title within agency organizations today.

In our new socially-networked world, **The Internationalist** will also create a new online product, thanks to the support of SKY NEWS, which will showcase all of our Innovators and their various developments...while allow them to connect with their peers.

We heartily congratulate this year's 19 Agency Innovator winners, and also acknowledge those leaders from the past who continue to move our industry forward.

The 2008 Agency Innovators:

Ian Bell of MediaCom, London; Dan Benedict of Mediaedge:cia, London; Philip Brett of TBWA\Tequila, Singapore, Shadi Bteddini of B.E. International, New York & Dubai; Christina Dagnello of Mediaedge:cia, New York; Charlotte Freemantle of Universal McCann, London; Shubha George of Mediaedge:cia, Mumbai; Patricia Gogliara of McCann Erickson Brasil, Sao Paulo; Alistair Henderson of Fuse/OMD, Sydney; Rob Hilton of The Promotion Factory, Melbourne; Christian Kugel of Denuo, Chicago; Hani Mahdi of Mindshare Interactive, London; Laura Milsted of JustMedia, London; Mark Stewart of OMD, New York; Nazeer Suliman of Univeral McCann South Africa, Johannesburg; Martin Sundberg of Mediacom, Stockholm; Will Swayne of Carat, Hong Kong; Givi Topchishvili of Global Advertising Strategies, New York; Becky Walden of Starcom, Chicago; Crystal Wang of G2 Star Echo Group, Beijing and Felix Wong of The Marketing Arm, Beijing.

The 2007 Agency Innovators:

Damian Blackden of Universal McCann, London; Adnan Brankovic of Initiative, New York; Chris Carmichael of Mindshare, London; Peter Colvin of Mediaedge:cia, London; Hamish Davies of Mediaedge:cia, London; Rupert Denny of Banner London; Andrew Fair of Ogilvy, New York; Torie Henderson of OMD, Hong Kong; Philip Jabbour of Starcom Mediavest, Dubai; Michael Jones of Mediaedge:cia, Miami; Elie Khouri of Omnicom Media Group, Dubai; Silas Lewis-Meilus of Mindshare, London; Christophe Mayer of ZenithOptimedia, Paris-- now of LVMH Paris; Hiroshi Ochiai of TBWA/Hakuhodo, Tokyo; Tonia Perretta of Initiative, London; Anna Ringsberg of Carat Business, Malmo; Patrick Ryan of Mediacom, London; Sesh Sampath of BBDO Asia, Singapore; Jacqui Seddon of Just Media, London; Latha Sunderam of Starcom, Chicago; Jill Toscano of mediaedge:cia, New York; Hanne Tuomisto-Inch of Banner, London and Magnus Wretblad of Low Brindfors, Stockholm.

The 2006 Agency Innovators:

Jorge Irizar of MPG, Paris; Stuart Clark of MPG, London-now of MPG, Singapore; Diana Sevillano of Optimedia, Miami; Andrew Swinand, Starcom, Chicago; Joe Warren of Universal McCann, New York; Matt Eaton of mediaedge:cia, Tokyo; Lori Senecal of McCann WorldGroup, New York; Somak Chaudhary of Leo Burnett, Bangkok; Matt Dyke of Tribal DDB — now at his own agency, London; Carolina Iimenez-Garcia of Mindshare, New York; Mark Boyd of Bartle Bogle Hegarty, London; David Desocio of OMD, New York; David Mayo of Ogilvy & Mather, Singapore; Tom Brookbanks of mediaedge:cia, New York; Asuka Mogi of Beacon Communications, Tokyo; Jimmy Liang of Leo Burnett, Guangzhou; Rob Hughes of Mindshare, Beijing; Steve Traveller of Starcom, London; Ean Shearer of Dentsu, Inc., New York; Kavita Kailash of Leo Burnett, Mumbai; Sean Finnegan of OMD Digital, New York — now of Vibrant Media; Mark Jones of ZenithOptimedia, San Francisco — now of MTV.

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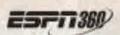
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IN MY WORLD WE DON'T NEED WORDS TO CONNECT

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2009 "Eye on Asia" Study Offers Optimism

Grey Group Asia Pacific has produced one of the most comprehensive annual surveys about Asian consumer attitudes called "Eye on Asia." Now in its fourth year, the study has interviewed over 33,000 people across 16 countries in the region to examine what matters most to consumers today, as well as detecting their concerns for tomorrow. The survey's goal is to use these insights to identify trends that will shape brand communications by a better understanding of the changing Asian marketing landscape.

The research examines three important sectors for Asians: 1. Lifestyle, 2. Present & Future Aspirations and 3. Consumerism & Communications.

These sectors include the exploration of a broad range of topics, including attitudes about work, family, finances, the environment and personal value systems, as well as brands and marketing.

This year, Grey Group has identified a series of "eye-sights" that are critical focus points for business owners and marketers seeking to build successful branded businesses within Asia. The 2009 study also includes an in-depth retail ethnographic probe which illustrates how current sentiments drive shopping behavior in diverse cultures and channels.

Key findings include:

- Optimism: Asians remain optimistic about the future despite growing uncertainties.
- Future Finance: Asians are concerned about household finances and are saving actively for their future.
- Asian Brand Tribes: Five distinct segments have been identified across the region.
- CFO: Mothers as Chief Family Officers face new challenges and conflicts with their multiplicity of roles.
- Retail: New parsimonious shopping behaviors arise as a result of the recession.

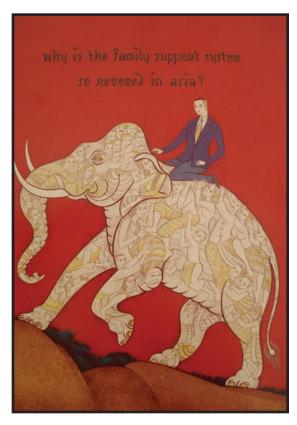
The "Eye on Asia" survey was conducted in: Australia, Bangladesh, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, New Zealand, the Philippines, Singapore, Sri Lanka, Taiwan, Thailand and Vietnam.

Nirvik Singh, Grey Group Asia Pacific's Chairman & CEO, said, "The accelerating age in which we live necessitates a focus on people and brands. People in Asia are looking for symbols, deeper emotions and psychological benefits in their lives. Marketers should respond to this by taking a closer look at what motivates people as well as what they want from their lives in the future to create innovative, distinct and impactful messages.

"More than ever before, marketers need to understand evolving attitudes and behaviors to get ready for new opportunities when the market rebounds. Grey Group's Eye on Asia study is built on the notion that listening to and building emotional bonds with consumers will enable business owners to differentiate their brands in this Asian century."

For more information on Eye on Asia, visit www.greyeyeon.asia or contact melissa.loh@grey.com







What do David Bowie, Aerosmith and Sponge **Bob Squarepants have in common?**

The British Tourist Board.



This spring, the UK's travel organization worked with Song Division to create an innovative business-to-business campaign to encourage North Americans to 'Visit Britain' and take advantage of a strong dollar.

The Song Division band consisted of Earl Slick (credits include working with David Bowie, John Lennon), Mark Husdon (Aerosmith, Ringo Star), Jason Gianni (Trans Siberian Orchestra and drummer on the Sponge Bob Squarepants theme) and US music director Angus Clark (Trans Siberian Orchestra).

However, it wasn't these talented musicians who stole the show... it was 20 of the top U.S. tour operators and travel industry journalists who wrote, performed and recorded a rocking track called "Gotta Go To Britain" in just three hours. The event was filmed and is the centerpiece of a major PR campaign which has already resulted in over 35,000 hits to the industry website in just the first week of the campaign.

"This is a fresh and innovative approach to destination marketing and, in my opinion, an ideal solution for any B2B marketing," said Carl Walsh, VisitBritain's Regional Director of Travel Trade, Business Visits & Events for

the Americas.



The event was filmed and is the centerpiece of a major PR campaign which has already resulted in over 35,000 hits to the industry website in just the first week of the campaign.

He continued, "Song Division enabled VisitBritain to extend our product marketing message to the vast travel industry community across the USA. Professionally facilitated and executed, they provided the perfect platform to deliver an energetic, creative and interactive campaign enabling me to bring industry leaders to the forefront and be the 'voice' of expertise within our B2B community.

Song Division is a global leader in interactive songwriting experiences. Their work focuses on sharing the thrill and benefits of songwriting — whether it involves getting 10,000 people to write a song in 25 minutes as part of conference energizer, taking kids with cerebral palsy into ACDC's studio to write and record their own song, or creating an experiential marketing campaign for a global brand.

Formed in 2003 in Australia, the company now has operations in Asia Pacific, Europe and North America, and serves clients worldwide, including Microsoft, Virgin and PwC. Their musician's credits include working with David Bowie, Queen and Aretha Franklin. Continental

For more information contact: andy@songdivision.com



This spring we heard about the green marketing launch of 'Sea Tagging' for the new SEA LIFE London Aquarium and about a WIRED magazine clean ad campaign on the sidewalks in front on London ad agencies. Both were created by CURB in order to create temporary, all-natural ads using seawater (for the Aquarium) or rainwater (for WIRED) on a drysurface like a wall or pavement. The images are temporary and evaporate to leave nothing behind that can damage the environment. Given that they are made of nothing but water and fade away, there are no issues regarding permits, permission or positioning. CURB calls this "clean advertising." In addition to being created of only natural materials that leave no environmental impact, CURB's Anthony Ganjou claims that "these ads are a head-turning alternative to tired traditional advertising media. Curb adverts cut through the public's in-built ability to screen out most marketing media and as a result offer amuch higher return on investment." In addition to clean advertising, CURB creates Lo Grow, Sand Brand, Snow Tagging, Solar Art, h2 Show, Ad Field, Mow Ad, Crop Ad, Rake Ad, Wood Carving and Compost Art. Many use "cut outs" of logos and messages. Yet no matter how clever the descriptions, a CURB picture is certainly worth a thousand words. This new eco-advertising and natural media company has now also crossed the pond to open a North American office in Minneapolis. And perhaps by chance or maybe by choice, they are based in The Lumber Exchange Building.

For more information, go to: www.mindthecurb.com

How can the tarnished Golden State polish its finances and regain the brand's sparkle?

- will be greatly diminished;
- businesses will likely be frightened off by fears that the State's



A New Look at the Most Expensive Cities

Rank	City	Country	Region	2008 Rank	2
1	Tokyo	Japan	Asia Pacific	2	O MOST
2	Osaka	Japan	Asia Pacific	: 11	≤
3	Moscow	Russia	Europe	1	S
4	Geneva	Switzerland	Europe	8	Ш
5	Hong Kong	China	Asia Pacific	: 6	
6	Zurich	Switzerland	Europe	9	ğ
7	Copenhagen	Denmark	Europe	7	XPENSIVE
8	New York	USA	N. America	22	\leq
9	Beijing	China	Asia Pacific	20	S
10	Singapore	Singapore	Asia Pacific	: 13	Ξ
11	Milan	Italy	Europe	10	IES
12	Shanghai	China	Asia Pacific	: 24	O
13	Paris	France	Europe	12	Ħ
14	Oslo	Norway	Europe	4	ᅻ
15	Caracas	Venezuela	S. America	89	市
16	London	UK	Europe	3	8
17	Tel Aviv	Israel	Middle Eas	t 14	Q
18	Rome	Italy	Europe	16	WORLD
19	Helsinki	Finland	Europe	21	
20	Dubai	UAE	Middle Eas	t 52	Z
					20

About the Numbers

Mercer, a New York-based international human resources consulting firm, undertakes this annual survey every March to help multinational companies determine compensation packages for employees living around the world. To generate the ranking of the world's most expensive cities, Mercer measures 200+ cities on six continents by calculating the cost of over 200 items in each location. The price of food, housing, clothing, transportation, household goods and entertainment contribute to an overall cost of living score.

There was a time when the most expensive markets of the world required larger marketing budgets. With today's emphasis on greater demographic targeting and digital efficiency, that may no longer be the case. However, the new ranking of the World's Most Expensive Cities from Mercer's *Annual Cost of Living Survey* can change one's perceptions about a number of well-known places. No doubt the current economic climate has affected many of the rankings in unexpected ways.

Two big surprises are the inclusion of both Dubai UAE and Caracas Venezuela in the Top 20 List; last year Dubai was just in 52nd place, while Caracas lagged in 89th place. London and New York also offered some dramatic changes: London dropped from the 3rd most expensive city last year to the 16th in 2009, while New York climbed from #22 to #8.

This year, Tokyo displaces Moscow as the World's Most Expensive City; however, Japan's capital has regularly been at the top portion of list since the rankings began. Osaka in the #2 spot is an unanticipated jump, especially after its #11 rank in 2008.

With three cities on the top 20 list, China boasts a greater number of expensive cities than any other country. Although Hong Kong has always ranked among the world's more costly cities, Beijing leapfrogged from #20 to #9 this year, while Shanghai similarly jumped from #24 to #12.

Europe boasts the greatest number of expensive cities — half of the top 20, in fact. Switzerland and Italy each have two cities on the list with Geneva and Zurich and Milan and Rome, while three Nordic cities (Oslo, Copenhagen and Helsinki) also rank among the world's most expensive.

Asia's 6 cities are either in Japan, China or Singapore. Interestingly, North America only has one city — New York — on the list.

IAB measures web advertising contribution to overall economy

The IAB (Internet Ad Bureau) in New York presented a breakthrough study this June that demonstrates how the Web ad industry contributes to 2.1% of the U.S. gross domestic product (GDP), drives \$300 billion in salaries, and creates 3.1 million jobs. Among this job universe are 1.2 million Americans with above-average wages from positions that did not exist two decades ago, and another 1.9 million people who support those with direct Internet-related jobs.

Intended to provide an impartial and comprehensive review of the entire Internet economy, this first-ever study defines its size, what comprises it, and the benefits Americans derive from it.

Now, the Internet Ad Bureau is using this comprehensive analysis of the economic impact of the ad-supported Internet in a newly-launched lobbying campaign directed at the Washington D.C. regulatory community.

U.S. lawmakers are discussing new privacy laws that would affect online advertising companies, including a proposal requiring companies that track people online to notify those consumers and obtain their consent. In addition, a number of states, including New York, have introduced online privacy regulations, but nothing has been enacted into law as yet.

The IAB study, produced by Harvard Business School professors John Deighton and John Quelch, and Hamilton Consultants, is just one part of the IAB's new lobbying efforts. A mini-documentary, called "I Am the Long Tail," is also part of the campaign. The film, which appeared on YouTube earlier this year, features small online publishers

By understanding the total contribution of the Internet to the U.S. economy, we can more accurately assess the impact of potential legislative changes on the Internet's operations, particularly the consequences of any actions that would alter ad-supported business models.

and new entrepreneurs who discuss how web ads have enabled them to build independent businesses.

The study looks at the following four components of the interactive marketing ecosystem:

- The ad-supported Internet
- E-commerce
- E-mail, given its role in lead generation and customer care for many companies
- Enterprise websites, those sites that businesses develop for communication

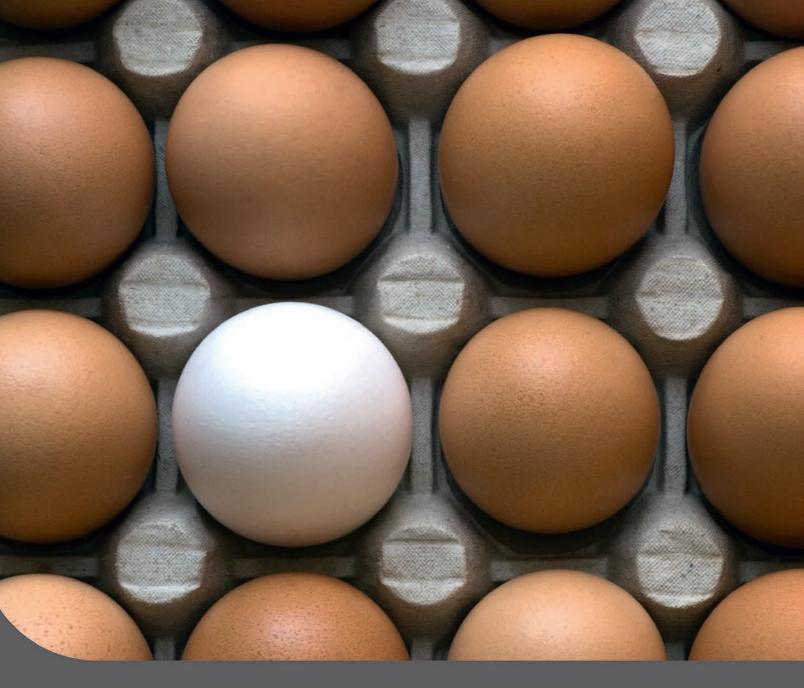
Some of the key findings include:

- · Small businesses have thrived as a result of the Internet
- Internet-related employment is particularly important to certain areas of the country
- Interactive advertising has substantially reduced what consumers have to pay for access to the Internet and for ecommerce products and services.
- In addition to its financial contribution to the U.S. economy, the Internet has produced large social consequences as an infrastructure and platform, including:
 - Universal access to an almost unlimited source of information
 - Increased productivity
 - Innovation in business practices
 - Empowerment of entrepreneurs to start small businesses
 - Environmental benefits derived from saving natural resources

The research divided the Internet ecosystem into 14 different types of companies:

- Internet service providers (ISPs)
- Hardware providers
- IT consulting and solutions companies
- Software companies
- Web hosting and content management companies
- · Search engines and portals
- Content sites
- Software as a Service (SaaS)
- · Ad agencies and support services
- Ad networks
- E-mail marketing and support
- Enterprise staffs and subcontractors responsible for Internet advertising, marketing and web design
- E-commerce companies, including physical delivery
- B2B e-commerce

To read the full study, please go to www.iab.net/economicvalue



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PriceWaterhouseCoopers Examines the Effectiveness of International Media

According to a new study by PriceWaterhouseCoopers, commissioned by CNN International, "Advertising in international media is a small percentage of total advertising spend, although it is central to a number of categories for which targeting a specific high earning and frequent traveling group of business people is crucial."

The study introduction goes on to ask, "But is it effective?"



This is definitive research, unprecedented in its scope and approach. The uniqueness is that it identifies responses in terms of sales as well as long term brand value. As a market leader, we undertook this project in the absence of an industry association for international media and we hope this will be the start of meaningful research for an industry that has been underserved to date in this regard.

Didier Mormesse, SVP Research, CNN International

Definition of International Media Used in the Study: For the purposes of this PwC LLC study, commissioned by Turner Broadcasting System Europe, international media comprised international TV and print only. The corresponding online properties of these media were included when relevant data was available. International TV was comprised of nine television channels broadcasting to the EMEA region: BBC World, CNBC (Europe), CNN International, Euronews, Eurosport, MTV, National Geographic, Sky News and TV5 Monde Europe. International print was comprised of thirteen print titles published in the EMEA region: The Economist, Euromoney, Financial Times, Fortune International, Harvard Business Review, Institutional Investor, International Herald Tribune, National Geographic, Newsweek (Atlantic edition), Scientific American, TIME (Atlantic edition), USA Today, and Wall Street Journal (Europe edition.)

The answer is a resounding "ves."

Results shine for three advertising categories in particular: travel brands, financial services and luxury goods. The study found that increased advertising in international media leads to stronger brand preference, more brand recommendations and higher product sales.

There were three elements used in the survey's methodology:

- 1. Econometrics to gauge the impact on sales
- 2. Analysis of EMS (European Media and Marketing Survey, published annually by Synovate) data to assess differences in brand preferences of consumers with high and low levels of international media consumption
- 3. A proprietary online survey to measure brand value preferences by media consumption

Among the findings are the following key points:

- Consumers who have relatively high consumption of international media attach a greater importance to brand over other drivers of choice.
- These consumers also have a stronger propensity to recommend brands in the travel and financial services sectors.
- Those who have higher levels of exposure to international TV and print media tend to value brands more highly, especially those brands that are more heavily advertised.
- The expectation to purchase a wide range of luxury brands increases in line with international media exposure. For luxury watches in particular, higher exposure to international media increases the importance consumers place on the brand, while decreasing the importance they place on price.
- The analysis suggests that an extra 10% of advertising expenditure in international media, by the seven national tourist boards studied (an average of \$3m per year between 2001 and 2007), could have resulted in an average of 70,000 of additional visitors each year.

For a summary of study results, go to: www.pwc.co.uk/economics

GLOBETROTTERS

from the blackberry of deborah malone



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

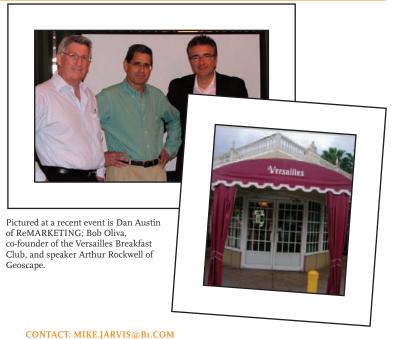
MIAMI'S VERSAILLES BREAKFAST CLUB GAINS MOMENTUM

▶ Miami's Little Havana is known for its Cuban food and cigars, as well as a good place to "take meetings." The famed **Café Versailles** on Calle Ocho with its rich history and famous breakfast fare is a perfect spot for any international gathering.

Earlier this year, both **Bob Oliva**, most recently of *The Miami Herald*, and **Dan Austin** of Remarketing (who many will remember from his marketing days at American Express) started an informal monthly breakfast gathering of internationalists with an eye toward Latin America. Their goal was to have a top marketer talk over breakfast about his or her experience in the region or about general marketing trends. Any one interested could attend for a mere \$10 — to pay for breakfast.

Attendance is growing and the Versailles Breakfast Club now has its own group on Linked In with events planned through the end of the year.

CONTACT: danaustinoo1@gmail.com





MOVE OVER, CLARK KENT; MIKE JARVIS IS REALLY SUPERMAN!

➤ Mike Jarvis, of the London-based digital agency, Banner, can't stop himself. He swims for charity, in addition to his full-time international media duties. This time, his donation

included a triathlon for SPEAR

(www.spearcourse.org), a West London charity adopted by Banner to help unemployed young people. SPEAR runs regular six-week courses with a mentoring program to equip 16-24 year olds with the skills and motivation they need to make their lives better.

Mike accomplished a 26.2 mile road run/walk (that's a full marathon); followed by a 2.4 mile swim, and then finished off with II2 miles on the cycle machine. His only comment: "I now have one very sore burn." Significant birthdays aside, we're convinced that Mike gets younger and fitter every year. TO DONATE TO THE CAUSE, OR JUST RECEIVE A SIGNED PIN-UP,

JIM KELLYTO HEAD NEWLY-ESTABLISHED DENTSU UK AND RUN EUROPE

▶ Dentsu Holdings USA, Inc. announced the appointment of Jim Kelly to the newly created post of Regional Director for Dentsu Europe. A highly regarded agency manager and 30-year veteran of the UK advertising industry, Kelly was a founding partner of Rainey Kelly Campbell Roalfe/Y&R, now the sixth largest creative agency in the UK.

Kelly's appointment was announced concurrently with the restructuring of the company's London operations under the newly-established Dentsu UK, which will become the cornerstone of a strategic reorganization of Dentsu's entire European operations.

"Dentsu has made a serious commitment to extending our strengths and capabilities worldwide," said Tim Andree, Executive Officer, Dentsu Inc., and President & CEO, Dentsu Holdings USA, Inc. (He is also an Agency Innovator in this issue.)



"Central to that is acquiring great talent through new hires and acquisitions." Kelly will report directly to Andree, who heads Dentsu's operations in Europe and the Americas from New York.

"The scale of Dentsu's international ambition is now evident to everyone," said Kelly. "I look forward to helping make Dentsu a force in Europe following the successful template for growth established by Tim in North America."

G+J OPENS ITALIAN ADVERTISING OFFICE

German print media must be booming as more companies open wholly-owned advertising sales offices around the world. Gruner + Jahr recently announced a new office in Milan to service the growing Italian advertisers in the fields of fashion, design and furniture that support the company's vast array of titles. And Milan marks the sixth office outside of Germany for the publishing giant, following London, Paris, Gent, Zurich and

The new office will be headed by Stefanie Meierfrankenfeld, as Managing Director of G+J International Sales Italy SRL. She will relocate to Milan from Hamburg, where she had served as Head of Sales for International Media Sales. In her new role, she is responsible for the future expansion of ad sales for G+J's media in Italy. Like the heads of G+J's other international sales offices

- Meierfrankenfeld reports to Christoph Gerth, Director International Media Sales.

CONTACT: MEIERFRANKENFELD.STEFANIE@GUI.DE



OBITUARY: The Industry Loses Tony Wight

Tony Wight lost his battle with cancer this summer, and after a long career as one of the original internationalists, colleagues from around the world were sad to hear the news. Known most for his work with Japan Airlines, and then later with Publicitas and Northeast Media, Tony, who lived just north of New York City, possessed a great love of nature.

His daughter, Alison Wight, is organizing a memorial service for Sunday, September 20th 2009 at the Teatown Reservation in Ossining, New York, where her dad regularly volunteered. "Although the news is sad and we will all miss him, he wanted this to be a happy, celebratory occasion and was hoping all the people he loved would see this as a chance to finally meet each other and have a party to celebrate his life."

For anyone interested in making a donation in Tony's memory, he requested that it be made to Teatown Lake Reservation. Just make a note that it is for Tony Wight's Mews.

WWW TEATOWN OPC

Two of his colleagues, Grace Palacios of Publicitas and Larry Cohen of Northeast Media, wanted to share some thoughts about Tony:

"I was fortunate to get to know Tony Wight during his tenure as Managing Director of Publicitas in New York. During this time we shared many hours together either on plane rides, cab rides, breaking bread together and of course, enjoying some great chats over his traditional martinis. Tony clearly had a consistent 'joie de vivre,' enjoying life to the fullest and even after loosing his wife; he truly inspired so many of us with his resilience and ability to look at the brighter side of life. I'm very fortunate that our life's paths crossed together and I will miss Tony very much, especially the very special sparkle in his eyes."

- Grace Palacios, CEO Publicitas

Customer, competitor, colleague, but most of all, friend. That is progressively how Tony Wight touched my life. He had a fascinating career and a store of memories from his days in the

advertising agency business, as Managing Director of Publicitas North America, and finally where he and I bonded, during the last 12 years, ten of which when he worked with me at Northeast Media.

Over that time, he continued to demonstrate a remarkable wide range of interests and an ability to excel in them all.

His career included postings in Japan in the 1970s (managing the JAL account), and literally working with clients around the world. He was an Internationalist before most of us reading this magazine would even conceive of the thought process behind that title.

Most importantly, he was a loyal friend.

I am only one of many who he touched in life and who will miss him greatly.

— Laurence Wm. Cohen, President — Northeast Media, Inc.



Elliot Polak, a dual American - French national, is the Founder & CEO of Textappeal and a recognized authority on cross cultural marketing. His company helps some of the world's leading global brands cross borders successfully. Born in New York, he is the product of a highly diverse background which includes Dutch, Belgian, Irish, Danish and Norwegian influences, and from an early age was exposed to competing Protestant, Jewish, Catholic and atheist beliefs. In his spare time he enjoys travelling, skiing, tennis, writing, playing the piano and

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Summer Retrospectives

French Sexy Orangina Ads Criticized in UK

Last year's Orangina campaign displaying animals with human bodies enjoying life and the 'naturally juicy' drink was heavily criticised by the British audience which found the sexual innuendos of the ad inappropriate. While the French seem to have enjoyed the sexual tension and the nice visual effects of the ad, Britons found them rather disgusting. http://www.youtube.com/watch?v=-_KP8tN-Cb4





Even countries situated right next to one another can have differing perspectives and responses to matters, especially when it comes to

levels of provocative content. The response to this Orangina ad perhaps reflects a little of the Anglo-Saxon Puritanism which is not present in our neighbours across the channel. Differences of this nature can be seen in the Middle East, where even in predominantly Muslim countries there is considerable variation in conservatism. Lebanon, for example, is far more liberal than nearby Saudi Arabia, where generally women are not depicted in advertising (or if so they are full covered and only the face would be seen).

Sex on the Beach

Dubai: Two Britons, who were accused of having sex on a Dubai beach, were sentenced to three months in jail by the Dubai Court of Misdemeanours on Thursday. They were also order to be deported and fined 1,000 dirhams. They couple were charged with indecent behaviour as well as with having sex outside of marriage — serious acts under the Muslim laws of the United Arab Emirates.



What Europeans may consider just a slightly naughty escapade can have quite serious consequences elsewhere. As seen here cultural mores can further impact the

laws of a country, so being aware doesn't just stop you from making a faux pas, it can help keep you out of foreign legal trouble as well.

Racist games console

Sony launched an ad campaign for its new ceramic white Playstation Portable in the Netherlands in which a white woman,



embodying the new product is gripping jaw of a black woman, in a superior and aggressive way.

The ad has been judged racist and unacceptable. In response, Sony initially defended its actions citing that there were around 100 images created for this ad designed to show the contrast in colours of the PSPs, including ones where the black woman is dominant. It eventually pulled the ads after rounds of criticism.

There is a lot of clutter in the world of advertising. Consumers are constantly bombarded with images and messages, so advertisers have a big challenge in terms of gaining cut through. Artistic and controversial imagery often serves this purpose. The issue of race is an extremely sensitive topic and in more heterogeneous societies can lie behind social tensions. Advertising that does not consider the history of race relations, may find itself in a challenging positioning, defending a campaign, that albeit unintentionally, has racist connotations.

Homophobic chocolate

Snickers, a brand owned by Mars produced a global TV ad, which interestingly, only created a scandal in the United States. The Human Rights Campaign, an American gay rights group, judged it homophobic and the campaign was pulled — not just in the US but globally. Despite the fact that the ASA in the UK hardly received any complaints, and UK consumers found the ad amusing Mars still pulled the plug here. The spot features the A Team's much-loved Mr. T in a 4x4 firing Snickers at a speed walker after launching the tirade, "You're a disgrace to the man race. It's time to teach you to run like a real man."

http://www.youtube.com/watch?v=obUxi_Eo6fU

This example is quite extreme, I don't think anyone could have really predicted that there would be any real controversy associated with this ad. And in reality there really wasn't — there were scarcely any complaints in the UK, yet the ad was stopped. The interesting learning here is that political pressure groups in the US can significantly impact media abroad!

juggling.



http://adv.yomiuri.co.jp/m-data/english



Honoring the 2009 Agency Innovators from around the World

SKY NEWS

The Internationalist is grateful to SKY NEWS, who has been the exclusive sponsor of Agency Innovator activities since 2007. SKY NEWS celebrated a landmark 20 years of breaking news earlier in 2009, and in this year's agency Innovator it will be underwriting a newly-created social network micro-site containing profiles of all Agency Innovators so far (from 2006 through to 2009), as well as updates on where they are today. The Internationalist is excited about highlighting such talent and thanks SKY NEWS for helping to provide a useful new tool.

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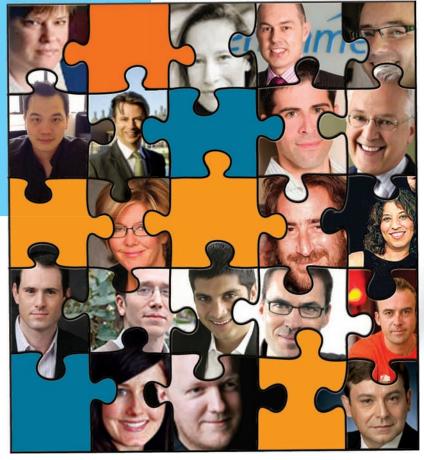
This marks the fourth annual feature devoted to showcasing international Agency Innovators, and in a year of economic challenges for many parts of the world, we are delighted to report that there are numerous passionate individuals with innovative ideas who continue to drive growth.

Our 19 winners also underscore how innovative thinking is not limited by geography, age, company size, or one's position in a company. These expansive individuals think about advertising in new ways, and are today's breakthrough communicators, champions of multinational strategy and advocates of international brand-building. Candidates were chosen by industry nominations with final selections by our Innovators Committee and The Internationalist editorial team.

Perhaps the biggest surprise in 2009 may be the new geographic mix of individuals. This year, the largest number of winners came from Shanghai and Chicago. There is no question that China is in growth mode; however, Chicago is also fast-becoming a significant U.S. hub for international media planning and marketing strategy.

This was also a year when many seasoned professionals attained new heights and innovative thinking paid off significantly. Who says that recessions curb the need to break through?

Congratulations to all of the 2009 Agency Innovators.



Michael Fassnacht

Worldwide Chief Strategy Officer, Draftfcb, Chicago USA

CURRENT CLIENTS: All clients of Draftfcb, including Qwest, State Farm, Kraft, MoneyGram, SCJ, Kmart, and Beiersdorf

BORN: Delmenhorst, Germany

WORKED IN: Frankfurt, Germany; Doula, Cameroon; London, England; Tokyo, Japan;

San Francisco & Chicago — USA

Characterized by many as a data guru, Michael Fassnacht is a pioneer and one of the leading forces in the democratization of data, i.e., bringing mountains of data into the real world, in real time. As he has long said, "Today's world of data calls for bringing the 'geeks' out of the backroom and into C-level discussions. Data is now the cornerstone of marketing and it works best when correctly married to strategy."

Equal parts analyst and strategist, Michael's rapid rise from director of customer intelligence to Worldwide Chief Strategy Officer for the Draftfcb network (which currently spans 97 countries with more than 9,600 employees worldwide) validates his beliefs along with his innovative ideas and solutions.

Before coming to Draftfcb, as an entrepreneur he headed Loyalty Matrix, an analytics firm he founded in 2002. Earlier he had served as vice president of international sales and client services for Netcentives, a pioneer in the customer relationships space.

Why do people see you as an innovator? Michael Fassnacht is a pragmatic futurist. He thinks in future tense and brings his "tomorrow ideas" to reality in today's world. As a data guru, he is responsible for developing multiple new ways to sift data, bringing it to life — and usefulness — for an ever-widening range of clients, marketers, thinkers, agencies and organizations. He has been a pioneering and pivotal figure in helping develop the equal focus on creativity and accountability at Draftfcb, which is the first global, behavior based, holistic marketing communications organization to operate against a single P&L.

Michael is, in effect, a consummate marketer. An expert in data and analytics, he also thoroughly understands the importance of marrying art and science in the marketing world to create organizations capable of insightful creativity linked to practical accountability.

Name an innovative idea or business solution for which you are most proud.

The Smartwall — which is a collection of eight innovative, intuitive, interactive panels allowing access to meaningful data intelligence and findings. Using robust market research, powerful mapping software packages, sophisticated and predictive models and perceptive real-time reporting tools, the Smartwall turns data into actionable insights that help design, manage, and optimize marketing programs.

Smartwall 2.0 is an enhanced version that now includes proprietary marketing intelligence applications with new functionality such as "brand topography" and web analytics intelligence modules. Plus a version of the Smartwall is now accessible on cell phones to enable marketers to have 24/7 access to their most relevant data intelligence.

What is the biggest challenge you face in applying innovative thinking to international projects? Today's biggest challenge is bringing together people from diverse cultures and disciplines to understand new technologies, platforms, markets, and opportunities. Coordinating skill sets and working with regional and global teams to get beyond the basics and provide more innovative solutions.

How would you characterize innovation in the work you do? A large component of Michael's role as innovator is his insistence on working with people that are not data-subservient but, rather, renaissance folks with a broad spectrum of interests and agile minds that can relate data to a holistic view of consumer behavior and marketing solutions.

Other International Background: Michael holds a degree in economics and Germanic studies from the University of Goettingen and UC Irvine. He's also an avid marathon runner. In his early twenties he worked as a missionary for the Lutheran Church for over 2 years in Africa.

Contact: michael.fassnacht@draftfcb.com Michael's Blog: http://www.marketinggeek.blogspot.com/



CURRENT CLIENTS: Mandarin Oriental, Ketel One

Vodka, Nolet's Distillery, Glo Mobile, The Government of

South Australia

BORN: London to a Polish father and a mother of Anglo-

Prussian-American extraction WORKED IN: London, Hong Kong and extensively throughout the Middle East and Asia.

During Hong Kong's ex-pat boom years leading up to The Handover, Michael Moszynski enjoyed a legendary reputation. Aside from having run the British Airways account internationally, he launched M&C Saatchi in both Asia and the Middle East. His Hong Kong base was a houseboat in Victoria Harbour when Kai Tak airport was nothing more than a treacherous landing strip in Kowloon Bay, wedged between apartment blocks and mountains. (He could tell you plenty about Hong Kong's or "Fragrant Harbor's" origins on water.)

Today, Michael may be back in London near a less fragrant Thames, but he's working his magic again. Just 8 months ago, he and founding partner Alan Jarvie (former Creative Director of M&C Saatchi) launched LONDON, which is certainly living up to its claims of being "a new type of global advertising agency." LONDON's value proposition is simply: BETTER. FASTER. CHEAPER. Its strategy is to help clients maximize the effectiveness of a reduced advertising budget and demonstrate that a London-based alternative to a traditional network agency can still access local insight and best practices from across the globe.

LONDON accomplishes this through a pioneering, internet-driven model, which brings London-quality ideas to the world from one central headquarters without expensive and unnecessary overseas bases. In its first three months, the agency has won clients on every continent, including the Hong Kong-based global Mandarin Oriental account, as well as Ketel One Vodka (US), Nolet's Distillery (Europe), Majid Al Futtaim (Middle East), and Glo Mobile (Africa). With a staff of 40 at headquarters, LONDON has access to 105 strategic planners around the globe and 675 local language copy writers through an affiliation with Text Appeal.

Never one to shy away from the spotlight, Michael and LONDON have received their share of early kudos: "LONDON Advertising promises to develop ads for international clients at half the price charged by traditional agencies," New York Times (June 28, 2009); "Un nuevo modelo de agencia publicitaria global" Spain's Expansion (June 9, 2009); "Start-up agency breaks new ground. LONDON can create, produce and supply any ad in any media in any language to any country in the world from the capital." Director Magazine (May 7, 2009) and "Costeffective and innovative, and they react quickly to opportunities, a crucial advantage today," Wall St. Journal (April 29, 2009).



Tim Andree

President & CEO, Dentsu Holdings USA, Inc. Executive Officer, Dentsu Inc. Chief Executive Officer, Dentsu America

CURRENT CLIENTS: Toyota, Canon, Bandai Toys, BusinessWeek, Harper Collins, the NBA, NEC, Toshiba, Japan Airlines, Bridgestone and Newton Vineyard.

BORN: Detroit, Michigan USA.

WORKED IN: Tokyo and New York. Played basketball professionally in Spain, Italy, Monaco and Japan.

With his trio of executive management and leadership roles in the Dentsu organization, one might assume that Tim Andree's first love was advertising. No, it was basketball.

After graduating from Notre Dame and choosing between the NBA and overseas, Tim's life was all basketball. That is, until he decided to pursue his next stage of life off the court. This included positions spanning 13 years at Toyota in both Tokyo and the United States, followed by top marketing roles at Canon U.S.A., BASF and the NBA.

Andree came to Dentsu America in 2006 as the first American CEO of Dentsu's U.S. operations. Dentsu, the world's largest, single advertising agency brand, gave him the task of growing its operations in North America; his role soon expanded to also include leading operations in South America. In just two years, Andree has driven record levels of growth and profitability for his division.

This June, Tim Andree was appointed as the first non-Japanese Executive Officer of Dentsu Inc. in the company's 107-year history, and is now playing an integral role in the company's plans for globalization.

Dentsu America's newfound success is directly tied to Tim Andree's many recent initiatives. The agency's move from midtown Manhattan to state-of-the-art Tribeca loft space, with neighbors like Bartle Bogle Hegarty, did much to change the company's perception and increase profitability. His acquisition of Gen-Y focused digital/design group ATTIK and New York-based agency mcgarrybowen factored significantly in the agency's growth.

Andree consolidated U.S. operations and established a West Coast presence by opening Dentsu America Los Angeles. He also rebranded DCA Advertising as Dentsu America, then renamed Colby and Partners as Dentsu Next. Both moves were designed to better establish the Dentsu brand in America and expand the company's client base to more U.S. companies. He was not shy about recruiting award-winning, top talent from the likes of Ogilvy & Mather, Saatchi and Digitas.

His new ideas on Recession Marketing have also wowed seminar-goers at this year's Cannes Ad Festival and have also appeared in The Internationalist.

Other International Background: A true internationalist, Michael went to Uruguay with a Scottish Director to shoot a TV ad for a Danish beer company with a Cantonese client for the Mandarin market with an Argentinean cast who only spoke Italian. While living on a sailing boat in Hong Kong, he and a crew of 14 were contestants in many 600-mile races which encountered severe storms in the South China and Andaman Seas. True to form, Michael and team won several yachting cups.

He also succeeded in receiving a personal apology from Tony Blair for the British Government's failure to invite the Polish armed forces to the Victory Parade in London in 1946. He then arranged for the Duke of Edinburgh to petition the Government to allow the Polish veterans to lead the 60th Anniversary Parade in 2005. (Perhaps we need more admen in politics.)

Contact: michael@londonadvertising.com

All of these moves worked to drive new business from companies like ExpressJet, Domaine Chandon, RedVines, Famima!! and Bridgestone, and make Dentsu America one of the fastest growing agencies in North America in 2008, based on revenue increases.

At 6-foot-11, Andree refers to himself as "the world's tallest Japanese corporate executive."

Contact: tandree@dentsuamerica.com



Bianca Baltrusch Communications Manager DAVINCI Selectwork Germany

CURRENT CLIENTS: BRAUN BORN: Bremen, Germany WORKED IN: Germany

Bianca Baltrusch may consider herself a "new kid on the block," but DAVINCI's management, including Zoja Paskaljevic, Executive

Chairman Worldwide and Dirk Fromm, CEO Europe, see her as a rising star. Part of Omnicom, DAVINCI Selectwork's focus is communication planning for integrated campaigns—whether their clients are local retailers or multinational corporations. Their SelectworkTM process underscores both integration and efficiency through the campaign management process.

Bianca Baltrusch may come from a Masters of Arts background in German languages and literature, followed by a stint in publishing; however, she is now working on a global level with a belief in "Yes, we can" when it comes to clients' work. She is the first to say, "I will not bury any idea before someone can prove to me that it cannot work."

Name an innovative idea or business solution for which you are most proud. The Digital Integration program for BRAUN is a great example. As a Communications Planning Agency, we are responsible for gaining a deep understanding of the needs and desires of our target group. Nearly all of BRAUN's consumer segments are becoming more digitally involved, so we created a digital "WHO" profile in collaboration with BBDO Düsseldorf, and recommended shifting budgets from above-the-line media into more engaging touch-points.

What role does innovation play in your marketing strategy today? Innovation right now — in my business of Communications Planning — is synonymous with digital media solutions. We already know that consumers' lives are strongly connected to the digital world: Facebook, myspace and youtube. But the most important question may be: What is coming next? As the world becomes more digital, how do we continue to touch our consumer? When will be the future moment when he or she is most receptive?

What is the biggest challenge you face in applying innovative thinking to international projects? The requirements of global markets are simply not universally the same. Even something as basic as technical solutions (such as high speed internet access) is not available in the same way in each country; this makes our planning suggestions difficult to adapt for some markets. Matters of cultural diversity are even more complex. While it is critical that individual cultures survive in a globalized world, it is challenging to create an innovative concept that brings about the same results everywhere.

Dictionary definitions aside, how would you characterize innovation in the work you do? When working in Communications Planning, one quickly realizes that the real innovators are our consumers. They change their beliefs, their needs, wishes, shopping and media behavior all the time. To understand them and engage them, we have to follow their changes constantly. Whether today's trends range from wellness & yoga to self-fulfillment or from cocooning to lone wolfs — is the consumer still digitally-connected? We need to be part of their process to better learn what different consumers really want.

Contact: bianca.baltrusch@davinci-selectwork.com

Brandon Starkoff

Senior Vice President/Director Starcom Worldwide, Chicago USA

CURRENT CLIENTS: Research in Motion (BlackBerry™) and Sun Microsystems
BORN: Cleveland, Ohio USA
WORKED IN: Always based out of Chicago, but
extensive travel to Beijing, Singapore, London,
Germany and Canada. Studied international
business, economics and marketing in
Luxembourg.



As the mobile space has continued to grow exponentially, Brandon Starkoff has managed to stay ahead of the medium's trends for the benefit of full-service media communications agency Starcom Worldwide. His role requires technological acumen and innovation to orchestrate global media campaigns that help clients engage consumers in meaningful ways across different regions, languages and cultures. He currently oversees media strategy and investment for clients Research in Motion (Black Berry $^{\text{TM}}$) and Sun Microsystems, two of the world's most powerful international tech brands.

Name an innovative idea or business solution for which you are most proud. As Starcom's mobile media guru, he focuses on leading and developing the worldwide agency's mobile standards, communication strategies and best practices. His pioneering initiatives often become widely-accepted programs that benefit Starcom's partners. For example, while it is typical for media agencies to send out RFPs to media vendors, Starkoff and his team have flipped this model and instituted an Open Source "RFI" or "Request for Ideas." Not only does his team ask for open source ideas rather than mechanisms for distribution, but he encourages vendors to collaborate with each other to create more robust programs that leverage the strengths of each property— whether via audience, content or technology.

Why do people see you as an innovator? Brandon Starkoff likes to break rules. In his account leadership role on Sun, his team goes beyond its media strategy duties (and industry norms) by overseeing overall account management for the client's global advertising efforts, which includes coordinating both the creative and media elements of the account for optimal campaign integration. Starkoff seeks out opportunities to break down barriers and allow collaboration to benefit all entities involved in a campaign.

How would you characterize innovation in the work you do? He admits that an mentor introduced him to the "Three I's" — Innovation, Integration, Intimacy — as key criteria to evaluate programs. Since then, innovation has remained at the top of his personal list. And given his role managing global technology clients, innovation tends to be deeply rooted in their DNA and must be demonstrated throughout his team's strategy and campaign activations.

What is the biggest challenge you face in applying innovative thinking to international projects? While the idea of innovation is universal, implementation, according to Starkoff, often differs by country based on capabilities and infrastructure. It is necessary to understand each individual market in order to successfully carry out global initiatives. For example, 3G is the dominant channel of wireless communication in Japan; however, in the United States, 3G penetrates only a fraction of the population. This challenges any agency's ability to deliver rich, dynamic programs over mobile devices on a broad scale.

How would you characterize innovation in the work you do? According to Starkoff, innovation should solve a consumer challenge. It doesn't always have to be a "first-ever" idea to be innovative. Rather, innovation is achieved when it addresses a core consumer insight that helps to deliver against a marketing objective. He is in the business of solving problems and addressing challenges on behalf of brands and he believes that the people who do that most effectively are the most innovative.

Other International Trivia: In an effort to embrace his global team's requests to try eccentric foods from their cultures, he has had the opportunity to eat chicken heart, frog ovaries and the dreadful smelling Durian Fruit (from Singapore).



Mark Heap Managing Director PHD, Shanghai China

CURRENT CLIENTS: Tiffany's, Estée Lauder, among other premium and mass brands BORN: Manchester, England; educated in Scotland WORKED IN: London, Sydney, Shanghai, Beijing

Mark Heap admits that he has come a long way—literally and figuratively—since starting out in the business as a TV buyer in London. In fact, he's becoming quite expert on creating ideas for luxury brands in China. Just this year, PHD China added jeweler Tiffany & Company to the agency's client portfolio.

Heap was then quoted as saying, "China is a dynamic and wealthy market. There is huge opportunity for luxury brands such as Tiffany, which has exciting expansion plans in China. Our job is to expand its strong brand positioning beyond Shanghai and Beijing, and utilize digital media more innovatively, as well as magazines, which are a critical advertising media for luxury brands."

Yet, he believes that factors as basic as office environment may be just as important as media expertise when it comes to being perceived as an idea-generation company. And he has taken the risks to prove that very point.

Name an innovative idea or business solution for which you are most proud. An office remodeling may seem to some as an unusual example of innovative thinking; however, Heap demonstrated at PHD Shanghai how the working environment can have a huge influence on creativity, innovation and productivity, particularly in a market like China where office decor is rarely a priority.

"Within 6 months of taking over PHD, I moved us out of our 'nice but dull' corporate box and into the most amazing media agency space in China. We have an internal garden with picnic tables, electronic sun blinds to block the sun but keep the view, and huge 8m x 3m 'team desks' so that entire integrated teams can sit together without partitions and truly communicate. There are no offices for Directors; they need to be the core of the team.

It has truly worked to get creative juices flowing. Everyone who has been to our office in Shanghai has had a 'wow' reaction. By breaking the mould and providing my staff a truly inspiring workplace, there is reinforcement every time a client, guest or employee walks into the office that states: 'PHD is an ideas agency.'"

What is the biggest challenge you face in applying innovative thinking to international projects? The biggest challenges are working with mismatched objectives, not understanding cultural norms and finding effective middle ground between local and regional/global client teams.

Dictionary definitions aside, how would you characterize innovation in the work you do? I'd say that innovation means having a curious mind, as well as an endless determination to find a better way.

International Trivia: "When I left London as a TV Buyer 10 years ago most of my peers told me that working overseas wouldn't further my career. They were so, so wrong."

Contact: mark.heap@phdnetwork.com

Brandon has also managed to meet all of the members of Rock Group U2 in Dublin, Ireland, and says that they are the nicest guys he has ever met.

Contact: Brandon.starkoff@starcomworldwide.com



agency INNOVATORS 2009

Rand Han

Strategy Director (Responsible for all client pitches, marketing, brand strategy and creative direction) Bloody Amazing, Shanghai China

CURRENT CLIENTS: Schindler, Zyrtec, Flexco, L'Oreal, Coca Cola, GM, China Mobile and others BORN: Los Angeles, California USA WORKED IN: Hollywood, Singapore and Shanghai

With a company name like Bloody Amazing and an online component called LittleRedBook in a China that has not forgotten Mao's legacy, few would not take notice. However, Bloody Amazing truly delivers as a digital agency built solidly on research and insight, and US-born Rand Han should be considered pretty bloody amazing himself. His use of www.littleredbook.cn to build better understanding of marketing in China (and grow awareness of his agency) is clever. In addition to BA360 (shorthand for Bloody Amazing's approach), Rand has also started a new agency just this July called Zero Degrees with partner MailmanChina. He is in the process of working independently with several 4As agencies for the development of Brand China social media communities.

Name an innovative idea or business solution for which you are most proud. I'm surprised to be considered as an innovator; I've just followed my muse and ended up hitting on something valuable to both brands and agencies. Currently my high point is figuring out and testing a way to leverage the power of social networks specifically for brands through organizing and structuring the flow of SNS traffic to localized communities. There is still a long way to go to truly optimize this; however I am content with my current findings, and with the knowledge that we're on the right track to ultimately derive greater value from these initial insights.

Why do people see you as an innovator? The ability to clearly communicate ideas today is key to innovation. Through blogs on www.litteredbook.cn and www.zerosocialmedia.com, my team and I have clearly communicated our value in an accessible way. We focus on making our ideas approachable and easy to grasp, while retaining their "revolutionary" elements.

What role does innovation play in your area today? Our marketing is communicating our innovative concepts and applications in China social media, so I'd say 1% online media channels via blogs and SNS and 99% innovative, value-add content to our market.

What is the biggest challenge you face in applying innovative thinking to international projects? The nature of innovation requires educating clients and managing expectations. There are challenges when encouraging companies to understand clearly our offering; however, many forward-looking organizations have embraced it.

Another challenge for us is international expansion. The high engagement of our offering requires dedicated teams of knowledge leaders in each country. This will be an initial challenge, but something that can certainly be overcome.

How would you characterize innovation in the work you do? For me, innovation means to constantly question what you are doing until you cannot question it anymore. Is this right? Will people use it? Would I use it? Would I find this useful? Would I believe this? How would I think if I saw this? Once all those questions are answered truthfully and in the positive, then you've got something great. You've created something valuable; or you've sculpted something valuable by removing what was not valuable.

Other International Trivia: I moved from L.A. to Singapore when I was 14, due to my dad's job transfer. From there, I traveled around East Asia, and then bounced back to the US for college. I also attended Shanghai Fudan University for a year of language studies. This followed a return to the US to work in Hollywood. I came back to Shanghai and have been here now for 4 years.

Contact: rand@bloodyamazing.com





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Malcolm Hanlon

CEO

Zenith Media China, Shanghai

CURRENT CLIENTS: Budweiser, Mars, InBev, Burger King, Red Bull among

BORN: Sydney, Australia WORKED IN: Australia, Southeast Asia, China and London

Malcolm Hanlon, has enjoyed a multi-faceted international career with many postings throughout Asia, as well as London. However, in his current role as CEO of Zenith China, he has built one of the fastest-growing and most-admired media agencies in the Middle Kingdom. Not only is this a significant task, but it an important accomplishment when considering the future of international business and need to effectively use media to connect with the Chinese consumer.

Under Hanlon's leadership, Zenith China's revenue has doubled since 2006. The media agency is now also leading the R3 China New Business list that tracks account wins among multinational and local shops. (R3 is an independent consulting firm dedicated to improving marketing performance. Their benchmarking of relationships between agencies and marketers has become a trusted source in China and throughout the world. Principal Greg Paull is part of The Internationalist editorial board.),

RECMA, the research organization that publishes intelligence on the worldwide media agency industry, has also given the company an "A rating" for new business success.

Name an innovative idea or business solution for which you are **most proud.** I am most proud of creating a communications planning culture at Zenith Media China over the past 21/2 years. This kind of innovation is at the heart of everything we do, and it has achieved results that are attracting new clients.

What role does innovation play in your marketing strategy today? Innovation is critical to every single element of Communications Planning: we are judged on our outcomes, the solutions we create for clients. But to make these happen, one needs innovation at every stage — the way we brief, our relationships with clients, the way we find insights, choose people to partner with, etc.

What is the biggest challenge you face in applying innovative thinking to international projects? I see the biggest challenge in China as convincing the local staff that best practices from abroad can work locally. We find that the thinking behind communications and engagement media planning can be especially successful in the Chinese market, so we work hard to educate our team in these disciplines.

Other International Trivia: I seem to have an uncanny knack for being in the right place at the right time with all my international postings. I spent three years in Indonesia when it was the leading Asian tiger. Four weeks after I left, there was a total meltdown and Suharto was ousted. I landed a great transfer to Singapore which was a bastion of calm during the 1997 Asian crisis. I was then posted to London during the financial boom years, which enabled me to sell my flat and get a China posting-- not long before the current credit crisis.

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Barbara Kittridge

Managing Director Spark[™] Communications, Chicago USA

CURRENT CLIENTS: Caterpillar, Avaya & the entire Spark™ client portfolio BORN: Chicago, Illinois USA WORKED IN: New York, Toronto, London, Budapest, Prague, Bucharest,

Barbara Kittridge has made the transition from agency executive to marketer and back to the agency side again. In the process, she has proven that integrated communications is critical to solving today's marketing problems. As both Managing Director and New Business Director of Spark™ Communications, a division of Publicis' Starcom Media Vest Group, she has been able to welcome five new portfolios of brands to the media agency's client roster since January. Spark™ can be considered an agency within an agency, yet it may be best described as a responsive full-service, client-centric media specialist company with an entrepreneurial spirit. Spark also stresses a seamlessly integrated approach to digital and traditional media.

And Barbara is putting the emphasis on integrated. It's a concept she knows well. Prior to her role at Spark™, Barbara served as Vice President-Integrated Marketing Communications for L'Oreal's Maybelline and Garnier divisions. She was also a top global media executive at Vodafone in the U.K. where she implemented a viral marketing strategy by working with all local markets to customize the company's global strategic framework. She and her team brought together cross-functional marketing, content, media, communications and PR teams to brainstorm specific initiatives that could be successfully implemented at the local level.

This client-side experience is driving her to innovate at SparkTM.

Why do people see you as an innovator? Today, you have to be an agent of change. That means a willingness to question the status quo by completely up-ending traditional media activation in order to deliver measurable results for clients. My philosophy on creating innovative work is simple: you have to write a whole new song to really innovate in the marketplace, and it is never good enough just to be derivative. You cannot be satisfied with just repeating a client's greatest hits.

What is the biggest challenge you face in applying innovative thinking to international **projects?** One of the biggest challenges while working on international projects is proving to local markets that your team is able to understand their market while carrying out global initiatives. Sound media strategy becomes an important focus to overcoming this challenge. By infusing a global strategy with local market insights, you can a client's needs and produce measurable results.

How would you characterize innovation in the work you do? Innovation and creativity is at the very heart of Spark™'s business. Yet successful innovation means understanding how to implement plans in a timely manner, grounding those plans in consumer insights, and developing non-traditional solutions that, by their very nature, are channel agnostic. These factors work to exceed a client's goals.

Other International Trivia: Barb has received speeding tickets in 14 different countries.

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Joel Bary LatinMedios.com Inc., Miami

CURRENT CLIENTS: AmericanAirlines, MasterCard, General Motors, Intel,

BORN: Caracas, Venezuela





LatinMedios.com celebrates its tenth year in 2009, but CEO Joel Bary compares working in the digital arena to living in "dog years," in that every year equates to seven, given the rapid pace of constant change. Regardless of how the years are counted, he is a longstanding, seasoned professional in the space and a leader in the Latin American region.

In the last decade, Bary has led the company's expansion into Latin America and within the U.S. Hispanic market, while also establishing and overseeing its operations in Argentina, Colombia, México, Venezuela and the United States.

Name an innovative idea or business solution for which you are most proud. "When it was conceived in 1999, the whole LatinMedios concept was definitely an innovative solution. It was simply a non-existent business model in the region, and we were the first ones to establish it.

As the years went by, we kept creating new ideas and strategies while developing digital marketing technologies to make our clients' digital efforts more effective and profitable. I'm most proud of the results brought about by our digital creative and strategic thinking in conjunction with our proprietary tools."

What role does innovation play in your marketing strategy today? Innovation is the key element of our business. When you work in the digital arena, you have to be an innovator. Keep in mind that just as digital media users, we see new products every day. All of us have progressed from e-mailing to browsing, searching, instant messaging, watching videos online, blogging, socializing, twittering to geolocalizing ourselves on our mobile phones, etc. Each of these examples was in an innovation at its respective time.

As digital media specialists, we must constantly learn to innovate with these break-through products in order to get them to work for our clients. To take something that sunknown and never before tested, we have to build our own "Frankenstein" and actually get it to work. That needs a ton of creativity and innovation.

What is the biggest challenge you face in applying innovative thinking to international projects? We should not forget that our clients play a major role on the innovation process. We can not innovate if clients are not willing to take some kind of risks and ultimately approve our ideas. The biggest client challenge is gathering all of the vast stores of information, and then creating solutions that serve a diverse and creative group of people.

The other big challenge is localization. To be effective, particularly in the digital world, you need local relevance. Each country has its own particularities and we say that everything needs to be 'Tropicalized.' Any good, innovative idea needs to be trimmed, groomed and customized. One size does not and will not fit all. Even within Latin America we see big differences — differences in the way the language is spoken, differences in habits, differences in the technology available by country or its penetration, differences in everything. So when innovating, we need to have the best information at hand and the brightest people on board in order to minimize those risks we ask our clients to take with us.

Other International Trivia: Joel Bary studied architecture at the Simon Bolivar University in Venezuela and over the years he has been awarded several international recognitions. He received an honorary mention by the UNICEF for his support on their advertising efforts in LATAM and the 2006 National Leadership Award by the National Congressional Committee, naming him honorary chairman of the Business Advisory Council on behalf of the State of Florida.

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agency INNOVATORS

Serge Dumont President Omnicom Asia Pacific, Shanghai

BACKGROUND: A French national fluent in Mandarin, English, and French with a basic knowledge of Italian, German, and Japanese.

He has dual degrees from the Sorbonne University in Paris with additional studies at the Taiwan Normal University and the Political Institute in Taipei.

In 2003, Serge Dumont, published a book called Brand Warriors of China: The Balancing Act of Brand Leadership in the 21st Century. Today, Dumont has created an extraordinary balancing act of his own with his passion for China at the center. From his acclaim as "the Father of the Communications Industry in China," to establishing the country's first major charity event for HIV/AIDS, to developing the next generation of talent at Tsinghua University (where there is now an Omnicom building) and to his newly-expanded role as President of Omnicom APIMA (Asia Pacific India Middle East Africa) and Chairman of Asia Pacific, many wonder how he can accomplish so much so successfully.

Before joining Omnicom in 2006, Dumont had been a consultant for more than 20 years in mainland China to various Fortune 500 companies, foreign governments looking to establish business ties with the Chinese, and other entities such as the World Health Organization and the Beijing Municipal Government. He is involved with numerous philanthropic activities, and has received significant recognition and awards for his contributions to business, trade, health, culture, and the arts.

Dumont sees China as the driving force of the Omnicom's business in the Asia-Pacific region. Under the group's umbrella are well-established strong networks in China, including global advertising brands BBDO, DDB and TBWA\Tequila; specialist media-buying companies OMD and PHD; public relations brands Bentley Communications, Fleishman-Hillard and Ketchum Newscan; brand consultancy firm Interbrand; interactive agency Tribal DDB; and field marketing company Unisono Fieldmarketing.

Given the need to attract new talent to the industry, Dumont established a scholarship fund at China's prestigious Tsinghua University to meet the mainland's growing need for qualified communications professionals (www.sergedumontfund.org). He also sits on the boards of trustees the Tsinghua School of Journalism and Communications and on the corporate advisory board of Asia's leading MBA school, the China Europe International Business School.

During his career, Serge Dumont has been bestowed France's highest honor, the Legion of Honor, was named Knight of Arts and Literature and Chevalier des Palmes Academiques, Grand Officer of the Star of Italian Solidarity (Italy), Officer of the Order of the Throne of Morocco and Officer of the Order of the Crown of Belgium. He is a "Conseiller du Commerce Extérieur de la France"— France's Foreign Trade Advisor, and received in 2006 the prestigious global mandate of "Special Representative" for UNAIDS, the Joint United Nations program on HIV/AIDS (www.unaids.org).

Other Interests and Accomplishment: Serge Dumont is passionate about fine wines and gastronomy. He is a Chevalier du Tastevin and helped organize the first dinner of the Confrérie in China a few years ago. He is a member of the Ordre Mondial des Gourmets Dégustateurs and a founding member of the Academie Brilllat Savarin in the United States.

He is Vice Chairman of the Beijing Music Festival's international advisory board (www.bmf.org.cn), and acted until recently as the Honorary Representative for China of the Comité Colbert (www.comité-colbert.com), a prestigious organization whose members include the top names in French luxury goods.

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Saneel Radia

Senior Vice President/Alchemist Denuo, Chicago USA

CURRENT CLIENTS: All of the Denou-Publicis portfolio BORN: San Antonio, Texas USA to parents of Indian descent from

WORKED IN: Tokyo, London, New York with studies in Germany at the Berlin School of Creative Leadership

Saneel Radia is single-handedly working to rebuild the type of talent and operating systems we see in advertising today. In his role at Denou, he ensures that every employee comes from a rare breed of hybrid talent that spans media, creative, strategy and digital expertise. In 2008, he formed Denuo's modern creative practice, Alchemy, which boasts exactly this caliber of talent, to help provide clients with a one-stop shop that has media sensibility and fresh creative ideas at its core.

Name an innovative idea or business solution for which you are most proud. Saneel initiated the practice of blending separate skill sets and disciplines to deliver client "gold" — while he was simultaneously working in the media and creative disciplines. He noticed that there were a lot of industry gaps and overlaps where distinctions blurred. Under this new operating model, Saneel makes sure every client project begins with a fresh sheet of paper. His team is fluid, creative and collaborative. Employing a "plug-and play" operating model, Denuo can work with any and all agency partners, media properties and/or vendors to achieve the best possible outcome for the client.

Why do people see you as an innovator? Outspoken and sharp-witted, Saneel is a source of inspiration and innovation at Denuo. He is always on the lookout for the next big thing — whether it be a trend, idea, a new piece of technology or content platform. He recently spearheaded the launch of Denuology (www.denuology.com) the agency's blog on micro trends and pop culture. Denuology is essentially a collection of very tongue-in-cheek observations about digital culture and a direct reflection of the various personalities that sit inside of Denuo.

What role does innovation play in your marketing strategy today? Innovation is extremely important in marketing today. Every project must start with a fresh sheet of paper and it cannot repurpose an old idea or use an existing template. Given the different types of consumer with different interests and different needs, there is not a one-size-fits-all solution that can make sense in this highly fragmented, digital world. When developing a marketing strategy, Saneel Radia believes it paramount to not separate media from creative. It's about taking each objective and trying to understand how to live in someone else's space. For example, when developing solutions in the videogame space, he ensured that the brand was introduced in a way that made sense to the consumer and added value to their experience. It's not about adding a logo or a billboard in the middle of a game. It's about putting yourself into that experience and trying to mirror real-life as closely as possible. It's also about leveraging brand attributes to provide things that will enhance their game play.

What is the biggest challenge you face in applying innovative thinking to international projects? The biggest challenge is the inherent culture bias that exists. Everyone has their own frame of reference. Many times marketers fall into the trap of searching for a universal truth that everyone will agree on. However, the key is to present the truth and let people bring their own bias to it, whatever that may be.

Dictionary definitions aside, how would you characterize innovation in the work you do? "Innovation is thinking of a new idea that has not been thought of before and working with the best people in the business to bring that innovative solution to life."

Other International Trivia: Saneel Radia has visited 30-40 countries and speaks both Gujarati and Spanish.

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Daryl Lee

Global President, Communications Planning & Strategy

Universal McCann New York

CURRENT CLIENTS: Microsoft, Sony, MasterCard, Bacardi and UPS

BORN: South Africa

WORKED IN: New York, South Africa and the United Kingdom

Daryl Lee's efforts are insuring that Universal McCann is a leading destination for integrated marketing and communications strategy solutions.

His strengths include specialization in integrated marketing communications strategy, marketing plan development, channel planning, 360-degree messaging architectures, advertising metrics and ROI. As UM's Global President of Communications Planning & Strategy, he oversees both the communications planning and research teams — two areas which are playing an integral role in the evolution of the Universal McCann brand.

Communications Planning at UM is dedicated to generating profound consumer insights that yield the most surprising results for its clients. As the head of the discipline, Daryl is responsible for directing the agency's Communications Planning specialists around the world to make the most of their innate curiosity, ultimately turning media insights into marketing breakthroughs for the agency's global brands.

Before joining Universal McCann, Daryl was a Senior Partner and Worldwide Group Director of the IBM Strategy Group, and Joint Operating Board member at Ogilvy & Mather Worldwide. He pioneered the IMC strategy function on IBM, the agency's flagship global account, and developed a channel planning methodology called "Combustion," which was piloted in the US, Japan and China, and has been adopted across Ogilvy globally as the channel planning standard.

Prior to Ogilvy, he was a Marketing Strategist for healthcare and financial services clients at McKinsey & Company, where he provided strategy and marketing consulting to senior management of Fortune 100 clients.

Interesting Insight: Daryl returned to his native South Africa to participate in setting up and running the nation's first democratically-elected transitional government. He found that the experience of working with such diverse cultures contributed significantly to better understanding the issues facing global clients and their challenges in cross-border communications.

Other International Background: A Rhodes Scholar, Daryl earned a D.Phil. in English Literature from Oxford University, where he has taught American Drama and Modern Literature. (DPhil is an advanced research degree awarded on the basis of a thesis and oral examination, modeled on the German and American Ph. D.)

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Rodrigo Figueroa Reyes Founder & CCO FiRe Advertainment, Buenos Aires Argentina

CURRENT CLIENTS: Telefonica, Clorox, McDonald's, Nokia, Philips, Volkswagen — among many others. **BORN:** Argentina WORKED IN: Throughout Latin America



During our call for Agency Innovator nominations, Rodrigo Figueroa Reyes' name was mentioned by former agency colleagues and clients alike. All talked about the innovative nature of his vision for "new communication," which has resulted in FiRe Advertainment-- (an agency titled on the basis of his surname and the marriage of advertising and entertainment). However, we were most intrigued by those who mentioned how his work in Latin America now affects thinking in the U.S. and the rest of world. According to one of his many advocates, "His agency is not just a one-of-a-kind within its discipline, but in my opinion, is the only agency that can deliver not just in the quality of ideas but also in the format."

FiRe will mark the start of its seventh year this September, and Figueroa Reyes has come a long way from his earliest beginnings as a messenger at Ratto-BBDO. He quickly moved on to copywriter, creative director and then eventually President at DDB Argentina. His FiRe Advertainment is 60% owned by Figueroa Reyes himself and 40% by Omnicom Group's DDB.

FiRe has now grown into a "Latin Network" dedicated to creating content for brands in Spanish-speaking countries, although its expansion goals now seem to be worldwide. Today the company has grown beyond its creative headquarters in Buenos Aires to have offices in Santiago, Chile; Bogotá, Colombia; Miami, USA and Madrid, Spain.

Branded Entertainment may not be new in Latin America; however, Figueroa Reyes believes that FiRe is ushering in a new era of advertising as it produces content that's custom-made for brands that highlights their intrinsic value at the same artistic level as the programming they normally support. Advertising can no longer be disruptive or intrusive. By respecting a consumer's intelligence, FiRe's work creates a more sincere and longer-lasting connection, according to Figueroa Reyes. He also believes that in a digital world with countless TV options, content will increasingly be a result of brands.

What role does innovation play in your area today? While a Cannes Judge, Figueroa Reyes discussed how judging work for awards or within his agency involved the same process. It is the search for "a concept that is fully whole, that appeals to multiple audiences while making the brand or product proposition relevant, clear and memorable."

"Because a concept that is not fully whole is not a concept. It can be just a good idea that doesn't last for long. Whole ideas have a challenge that catch all audiences so the challenge is greater not only about the invested budget, but about the panoramic view of the company that wants to get through to the public."

Contact: www.fire-advertainment.com

Jasmin Sohrabji Managing Director OMD India, Mumbai

CURRENT CLIENTS: Hewlett Packard (HP), Johnson & Johnson, McDonald's, Apple, Pepsi, Standard Chartered Bank, Intel, Henkel, Biersdorf, Wrigley, and Sony Electronics, among others. BORN: India WORKED IN: India, New York, Indonesia, and throughout South Asia

Jasmin Sohrabji has made a lot happen in a very short time. She joined OMD just two years ago when Omnicom's largest media network had a limited presence in this key, fast-growth market. (Omnicom does have other media companies in India through RK Swamy BBDO, TBWA and Mudra via its relationship with DDB).

Now, OMD is India's fastest growing media agency according to local sources, and was recently awarded a Grade A by RECMA (The Research Company Evaluating the Media Agency Industry). In addition, new operations have been opened in Delhi, which represents a fourth office after Mumbai, Bengaluru and Chennai. Jasmin Sohrabji has been the catalyst in the agency's success.

She's been busy launching a number of noteworthy campaigns this year. Intel's "Sponsors of Tomorrow" integrated marketing effort made news in its strategy to help consumers choose the best Intel processor to meet their needs. OMD also worked with the Indian division of Johnson & Johnson Vision Care to launch a free WAP application to drive trial for Acuvue® Brand Contact Lenses. According to Sohrabji, "We all are quite excited about creating a first-ofits-kind innovation for them in APAC. This will help other brands of our agency adopt a similar 'test & learn' approach to try innovative and emerging media for better engagement with their end customers."

Name an innovative idea or business solution for which you are most proud. Much quoted in her native India, Sohrabji was recently asked which project had been among her lifetime favorites. "That's a really unfair question to ask a person who's spent two decades in the same career. There are way too many cherished pieces of work. But I will pick two from two different points in my career. The first was for my then client — Hindustan Times, who were looking for hard-hitting solutions to survive the economic slowdown of 1998. That's when we first established the existence and relevance of addressing the 'light TV viewer' through different media — a study with fascinating results that I consider my little legacy to our industry. The other assignment which I will cherish for life is the setting up of OMD in India. A very challenging assignment that I am very proud of."

Other International Background: Before deciding on Media Planning, Jasmin Sohrabji started out in Economic Research, after receiving a double post-graduate in Economics and Business Management from the University of Mumbai. Before her move to OMD, she spent 16 years at MediaCom with her last role as President-South Asia. During her tenure there, the operation moved from a subsidiary of creative agency Trikaya Grey, to Grey's media independent MediaCom, and then to WPP's GroupM.

Jasmin is often asked about the challenges a woman may face when running a company in India. Her answers are guileless. "In the media part of the advertising industry there are apparently none... we seem to be mushrooming out of the woodwork!" Although she admits, "If I only knew, I could use that in my next evaluation with my boss! "

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Lauren Richards

Starcom MediaVest Group Canada, Toronto

CURRENT CLIENTS: Kraft, Procter and Gamble. Walt Disney Company/Walt Disney Studios, Kellogg's, Nintendo, Globalive Wireless and others WORKED IN: Canada

Three words immediately come to mind when describing Lauren Richard's work: innovation, creativity and growth. A 28-year veteran of the media services industry, she is not only known for her passion and commitment to media innovation, but for turning ideas into gold. Since joining Starcom Media Vest Group just 3 years ago, the results for the Canadian operation have been simply phenomenal.

Under Lauren's leadership, SMG Canada has been awarded 2009 Media Agency of the Year from Canada's Strategy Magazine (based on a product review), as well as Most Innovative Agency of 2008, according to The Internationalist. At The Internationalist's first annual Awards for Innovation in Media, SMG Canada received four awards; one silver, two golds and top honors as the grand prix. She also now chairs the SMG Global Product team.

Many of the recent Canadian campaigns directed by Richards have been applauded by the industry. Johnnie Walker represents one such example, particularly in regard to opportunities for increasing brand usage among the Chinese-Canadian community. Starcom found a New Years custom that aligned perfectly with the brand's positioning as the scotch of choice for successful and accomplished consumers.

Another example is the intelligent and innovative content integration initiatives brought about by partnering Nintendo Wii's Big Brain Academy with Canwest's "Are You Smarter Than a Canadian 5th Grader?" Creative partnering can be challenging in Canada, a market with limited available content. However, Richards has said about the campaign: "The strategic fit was fantastic. I don't believe in integrating by banging people over the head and doing it for the sake of it."

Starcom Canada's momentum has included significant new business wins, including the return of Kellogg's in 2008, as well as top names like RIM, Samsung and WSPCA (World Society for the Protection of Animals). The agency also brought in some noteworthy talent, particularly for new roles like Innovation Director. Another new venture is the launch of a Canadian captivation study that quantifies the ability of TV programming to deliver highly engaged viewers and drive recall. The index aims to create greater value for SMG's TV buying clients.

What role does innovation play in your area today? "Media innovation is an increasingly important aspect to marketer's activities these days, which is hugely inspiring to media professionals the world over. Because of the unique relationship we have with the sales vendors and the content distributors we are in a privileged position to help innovate in areas that wouldn't be possible for creative agencies, furthering the importance of our working together in developing differentiated opportunities for our clients. And the possibilities are endless."

According to Laura Desmond, Global CEO of the Starcom MediaVest Group, "Lauren Richards and the SMG Toronto team are so deserving; they are setting a new creative bar for us."

Other International Background: A vocal advocate for infusing more creativity into media, Lauren served as the first Canadian judge for the Cannes Media Lions in 2000 and led the construct of the Media Innovation Awards with Marketing Magazine. She developed both the National Advertising Awards Young Media Cannes Initiatives and the Young Cannes Media Challenge with The Globe & Mail.

Prior to joining SMG, Lauren spent 18 years at Cossette Media where she also led the team through a strong growth period. During her tenure, Cossette Media was the only Canadian Media Group to be ranked internationally in The Gunn Report for Media Creativity.

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John Harlow Partner/Founder Naked Communications, New York

BORN: London WORKED IN: London, New York, Australia, Amsterdam

Naked Communications burst on the scene nearly a decade ago and shook up the advertising industry. From an initial London hub, they challenged ideas about media relevancy to become a leader in the nascent communications planning sector. In an industry full of fastrising stars that often fall, Naked has stood the test of time. In fact, Naked may now be hotter than ever. The company's global expansion and unflagging energy has owed much to one the original founding partners, John Harlow.

His ceaseless globetrotting since 2000 has resulted in operations in New York, London, Amsterdam, Paris, Oslo, Copenhagen, Stockholm, Tokyo, Sydney, Melbourne and New Zealand, and according to Harlow, many other markets beckon. "Naked's heat as been rising in Brazil, where we've been asked to speak at every major conference, have had numerous approaches for joint ventures and start-ups, and have been approached by agencies and clients who would like to do something with us. Potentially, an office beckons in the region at some point."

Earlier this year, Naked, which defines itself as "a unique communications consultancy," was listed among the five most innovative companies in marketing, according to Fast Company magazine. Yet, one of the greatest tributes to any company or brand is how its name becomes incorporated into contemporary language; think: Kleenex. (And with an attention-getting name like Naked and a credo of "Naked Truths," this company knows something about clever use of language.) However, the expression- "Do a Naked" has now emerged in several markets. This terms came about without the prompting of the Naked team and is now used as a generic term for "a new way of thinking."

Rapid growth has not changed Naked's core values. It remains an integrated marketing communications consulting company that works on the basis of neutrality and collaboration. Naked does not overhaul established agency structures, but works with existing agencies to maximize their resources for more successful brand

John Harlow has certainly been a proponent of the company's four Naked Truths since the beginning. They include:

- I. EVERYTHING COMMUNICATES: Communications planning needs to inform everything you do from product innovation to service delivery to customer relationships to marketing.
- 2. PEOPLE ARE YOUR PARTNERS: It is outdated to think of consumers as just a "target," passively receiving branded messages — they are now potentially partners in communication.
- 3. THERE IS A BETTER WAY: The industry today is still built around the same production silos that existed in the heyday of mass marketing. Even "digital" has evolved as yet another silo. There is a better way, a way that requires a radical rethinking of how products, services, issues and brands are connected to their
- 4. SEE THE FULL PICTURE: It is vital, in navigating this ever changing world of messaging, channels and brands, that we think about solving the problem before we start designing the execution.

Contact: john@nakedcomms.com



Thomas Laranjo Managing Director Total Media International, London

CURRENT CLIENTS: Wyndham Hotels & Resorts, Morgan Stanley, Amadeus,

BORN: England to Portuguese father and Polish mother WORKED IN: London

Tom Laranjo has been instrumental in winning accounts for independently-held agency, Total Media, and has caused the London shop to become a true contender in the international arena. In fact, his efforts have enabled the company to grow more quickly in the last 12 months than in the previous year — not a bad statistic given the effects of the current economic downturn. The wins have come in all sectors, but with the strongest emphasis on the travel and financial categories, with which the shop works globally or within EMEA. Laranjo was named to the Total Media Board this year.

An advocate of creating different solutions for different markets, Tom's success stems from two areas of strength: 1. his amazing drive to become expert in both the field of media and the sectors within which his clients operate, and 2. his ability to work well with media owners as true partners. Clients and media vendors alike cite his willingness to explore innovative ideas and use custom survey tools to better help customers in local markets.

Total Media International is one division of the Total Media Group, which is structured into several areas of specialization — all of which focus on strong customer service and use a proprietary strategic media planning system called the Hothouse process. The company was named in London's Sunday Times (2007) as one of the 100 Best Small Companies. The 65-person operation is wholly independent, with offices in London and Warwick. Tom Laranjo's recent business wins have increased the share of international billings in the Total Media portfolio.

What role does innovation play in your area today? "Innovation is certainly important today, but we're finding at Total Media that clients are also looking at the basics. There is definitely a renewed emphasis on the level of service offered by agencies, transparency in that relationship, and the ability to provide tailored solutions across a range of media and markets. From our London base, we are able to offer just that by effectively delivering integrated strategies, while selecting media independently-- anywhere in the world."

What is the biggest challenge you face in applying innovative thinking to international projects? "For too long, agencies have made the fatal assumption that 'we' know best, as opposed to our customers. Although this has meant that the drive to transparency has been led primarily by our clients, it is not too late for agencies to be a leader in this kind of important initiative."

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Jessica Michaels

Senior Partner, Group Media Director mediaedge:cia / The Wunderman Network/ Group M- Seattle, Washington USA

CURRENT CLIENTS: Microsoft, AT&T, Activision Blizzard and Citibank, among others BORN: Sydney, Australia WORKED IN: USA, Europe and Australia

Guru may be an overused word today; however, the accolade rightly fits Jessica Michaels in her pioneering work with social networking as a marketing initiative. She leads a team of bright digital media strategists who deploy cutting edge ideas for top multinational clients.

A veteran of this new field, she has spent more than ten years in digital marketing across such category segments as entertainment & gaming, luxury, finance and technology. In addition to her focus on digital strategy for social and emerging media, her experience is vast and includes: web development; content creation, aggregation, production and distribution; hosting and presenting interactive television; mobile strategy; online user experience; SEO; SEM; digital advertising; RM; partnerships and promotions, as well as account management and business development.

And she's done it all while working on three different continents — North America, Europe and Asia.

Name an innovative idea or business solution for which you are most proud. Developing the first scalable, measurable, integrated media approach to social media marketing for specific Microsoft commercial and consumer business groups.

Why do people see you as an innovator? "I constantly ask the question — "Why?" I've never been very good with just following the status quo. I have learned in my career that although you may not like the answer to "Why," you force yourself and those around you to really analyze a problem and work towards a much more interesting — and innovative — solution.

What role does innovation play in your marketing strategy today? It is my marketing strategy! Innovation is at the heart of everything we do, especially in the digital media space. To not innovate, to not challenge the status quo and evolve as a marketer, is perilous.

What is the biggest challenge you face in applying innovative thinking to international projects? What works brilliantly in one culture or one market, does not necessarily translate to another. Being flexible, adapting, innovating, understanding consumer behavior and how consumers and businesses use communications platforms, is key to success.

Dictionary definitions aside, how would you characterize innovation in the work you do? It is taking the fundamentals-- great strategy, data and analytics, engaging creative and deep customer understanding—to flawlessly deploy marketing tactics. But, today, you can't stop there. One must always "push the envelope," but do so armed with the power of great data and customer insight.

Other International Background: I lived in Chamonix in the French Alps for a year and commuted to my office in London on a weekly basis. Fantastic work / life balance!

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Tim Love
Vice-Chairman Omnicom and
CEO of APIMA
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Waste of Time

by Tim Love

Current lack of consistency for how time is interpreted and communicated internationally is inhibiting greater understanding between cultures. Additionally, the current global time zones do not optimize energy efficiency or allow for potential improvement in productivity. The hypothesis here is that a more efficient time zone system would make the world a more efficient place, helping create sustainable economic recovery with positive effects on climate change and our well-being. This calls upon the advertising industry to adopt a global standard for communicating time and to lead scientific analysis in time optimization.

An Internationalist's Perspective

Internationalists have a uniquely developed marketing perspective. This comes from their everyday practice of working in an increasingly globalized marketplace — across nations, economies, time zones and cultures.

How can corporations and governments create a new social compact to help improve life against

The relationship between sunlight, water and agriculture for human sustainability will continue to be a key imperative.

some of the most prevalent public issues: economic instability, climate change and human wellness?

An evolved marketing perspective is needed. The framework of the past 35 years — "Think Global/Act Local" — is rendered less relevant by advances in communications technologies. Web 3.0 will require us to assume a more extraenvironmental frame-of-reference to address the needs of a more connected global marketplace. In earlier writings I have called this extra-environmental frame-of-reference: "Think Like The Sun." (See lectures from Oxford's Said School of Business 2007-08 at www.timlovesworld.com.)

Adopting the perspective of "Think Like the Sun" reveals the idea of a "flat world,' though helpful, is insufficient for fully understanding individuals and their needs in the emerging global marketing landscape. The flat world concept reflects how compatible technologies and platforms yield greater access and speed of idea transfer; space and time between places is a straight line, thus making the world flat again. However, it does not reflect the polycultural and contextual aspects of individual human perception. These are constantly changing, revolving like our round planet. "Flat" does not adequately provoke examination of the full range of strategic opportunities that are available in an interdependent world economy, where individuals are creating content from their own, circadian point of view. "Think Like the Sun" allows us to challenge our accepted beliefs and habits about time and sunlight optimization. The relationship between sunlight, water and agriculture for human sustainability will continue to be a key imperative.

tim love's world

As the US becomes less isolated due to communications technologies and the interconnectedness of economies, its habit of using a 12-hour am/pm system is increasingly out of sync with the rest of the world.

World population growth (conservative projections are for 9-billion on the planet by 2050) demands that we look at making changes to better enable this sustainability.

The "24-Hour Clock" versus the "12-Hour AM/PM Clock"

Globalization has increased the need for interacting people to communicate mutually comprehensible time references to each other. People engaged in international marketing have long observed some curious aberrations when it comes to the way different geographies and cultures talk about time. Most international cultures use the "24-hour clock," which means that they do not use AM/PM designations. For example, 14:00 hours is more of a global standard time reference than 2:00PM.

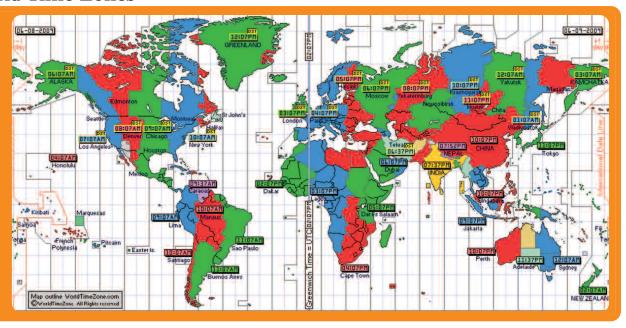
The 24-hour clock nomenclature is an essential, unifying communications concept for many industries engaged in international activities. It has long been used by airlines and the maritime industry. Most militaries, including the US, use the 24-hour clock.

As the US becomes less isolated due to communications technologies and the interconnectedness of economies, its habit of using a 12-hour am/pm system is increasingly out of sync with the rest of the world. An efficiency loss analysis would confirm there is a cost impact from this misalignment. Since the US already adopts the 24-hour clock with its, transportation and military systems, it should not be difficult, or threatening to its sovereignty, for global industries like advertising to move to the 24-hour nomenclature in business communications.

Time Zone Optimization

The current system of time zones are imprecise and not scientifically scaled to solar energy potential. Originally, societies used mechanical clocks tied to estimated local solar time, as extrapolated from a sundial. The use of local solar time became increasingly awkward as railways and telecommunications improved, because clocks differed between places. This problem could be solved by synchronizing the clocks in all

World Time Zones



localities. However, in many places the local time would then differ markedly from the solar time to which people were accustomed. Our time zones today are a compromise, relaxing the complex geographic dependence, while still allowing local time to approximate the mean solar time.

Each nation on the planet has historically had their own system of time. The question of bringing order through a system of standard time was actively discussed in the 1870's. The UK and the US were primary proponents of a system,

which involved adopting a 24-hour clock and 24 time zones, each zone at 15-degrees longitude, each one hour apart. The 180-degree meridian (12 hours) was established as the "International Date Line," because just to the west of this line, countries are one calendar day ahead of Greenwich.

Developing a means of providing for more efficient utilization of daylight was first suggested by Benjamin Franklin in a humorous article he wrote in 1784. However, it was not taken seriously and put into practice until

Further evidence of the lack of solar adherence to time zone policy is that the UK and Portugal have a one-hour time difference from Western Europe, but sit geographically on the same basic longitude.

1915 during World

War I, when Germany adopted "daylight savings." The UK soon followed in 1916. The US Congress, also as a result of the war, passed legislation to advance standard time one hour on the last Sunday of March and set back an hour on the last Sunday of October. This law was repealed in 1919, after the war, due to opposition from farmers, who insisted that cows could not adjust to a new milking time and that it would hinder farming work. Some parents joined in opposing daylight savings time; because they felt children would not easily go to bed with the sun still shining. (Imagine using these arguments in northern latitudes like Sweden or Scotland where the summer sun does not set until well after 22:00. or in Alaska, the "land of the midnight sun.")

To increase productivity during World War II the UK put into effect a double daylight savings of two hours in advance of Greenwich Mean Time. Similarly, in 1942 the US adopted "War Time," an advance of one-hour in standard time, continuing through 1945, when the war in the Pacific ended.

Today, most countries adopt, as an internal policy, time zones within their own borders. Mainland U.S. has five time zones. India which falls between two time zones, decided to go with one zone for the whole country and split the difference between the two. This yields a half hour ahead of Pakistan on its western border and a half hour behind East Pakistan (now Bangladesh) on its eastern border. (There are well-known social and political reasons for this difference.) China, which could have 5 time zones on the standard originally envisioned, has only one time zone. Further evidence of the lack of solar adherence to time zone policy is that the UK and Portugal have a one-hour time difference from Western Europe, but sit geographically on the same basic longitude.

Looking at a map reveals the way that time zone policy has evolved from nationalistic interests. With a more connected, borderless world, we have the opportunity to reexamine time zones with an eye towards better utilization of natural resources, like

With a more connected, borderless world, we have the opportunity to reexamine time zones with an eye towards better utilization of natural resources, like the sun and optimization of communications between connected peoples.

the sun and optimization of communications between connected peoples. A more efficient time zone system would make the world a more efficient place. This could have a positive effect on climate change projections and our health and well-being, including work-life balance.

Circadian Rhythm and The Photonic Revolution.

Circadian rhythm is a 24-hour cycle in the biochemical, physiological or behavioral processes of living entities. These rhythms are affected by external cues, the primary one being daylight.

What is the possible economic and environmental impact if the U.S reduced the number of time zones. instead of the five it has now, or if Portugal and the UK were aligned with Western Europe? Such a change might produce benefits which could be measured. Cows will get used to it. Cows don't wear watches. Their biorhythms of milk-giving are

tied to the context of learned signals they receive from the farmer and presence of daylight. Circadian rhythm is adaptive.

What We Can Do About It

The international communications industry can improve its ability to communicate by following the 24hour clock, by far the most acceptable time conveyance format in the world. Further, an examination of time zones with a view towards time zone optimization could improve how an interconnected world consumes energy, maximizes the use of solar power and leverages the wellness attributes of light.

These are just one person's thoughts on how to optimize time, but I live across time zones.

Where are you? What do you think?

To continue operating with our current system risks being a waste of time.



— a theory on how the world's second largest iron ore supplier ended up in very hot water

...wherever there's a harsh, nasty, public, and oddly disproportionate battle, chances are that someone who controls the apparatus of payback is taking something personally.

As Stern Hu, the General
Manager of Australia's iron ore
mining giant Rio Tinto,
languishes in Chinese prison,
every foreign passport holder
doing business in China wonders
how to avoid the same fate. What
line was crossed, when something
that looks much like corporate
espionage has become a case of
stealing state secrets? Sure, there's
an obvious lesson: use legal
means for research and due

diligence; accept business risk rather than break Chinese law. The subtler takeaway is psychological: wherever there's a harsh, nasty, public, and oddly disproportionate

battle, chances are that someone who controls the apparatus of payback is taking something personally.

Rio Tinto's adventures in the past months have played out on a large, high stakes chessboard.
China, the world's largest steel producer, is dependent on foreign ore suppliers. With ore prices at nearly record highs, China Iron and Steel Association (CISA) has

been negotiating for deeper discounts from Rio Tinto and other suppliers. Carrying \$38bn in debt, and with a state-owned Chinese firm (China Aluminum aka Chinalco) as its largest shareholder, Rio Tinto's future was in play. Chinalco offered \$19.5bn — raised from Chinese state-owned banks — to increase its stake. Rio at first entertained the offer: it would have been a big deal in every sense of the word, in fact the largest international equity transaction by a Chinese business. Then Rio decided to raise money in a rights issue instead, and that decision appears to have been handled in a way that left the Chinese feeling insulted.

While some local Chinese media compared Rio Tinto to "a

dishonorable woman", China Daily has been fairly balanced and measured throughout. Yet for those of us who habitually read between the lines, we found the telltale mark in a China Daily 6/17/09 article that essentially advised other Chinese firms looking at international M&A to be more low-key. In the form of this phrase: "... the unilateral action taken by Rio Tinto to destroy the Chinalco deal..."

Back to the question of how those of us who do business in China can avoid finding ourselves and our firms in the crosshairs of an espionage allegation. The Chinese may present themselves as bad-ass and bulletproof, but they have feelings. Raise awareness at HQ that it's dangerous to underestimate sensitivities to national pride, sovereignty, and hierarchy. Rio's China GM Stern Hu and his 3 colleagues are in prison, and 17 of Rio Tinto's Chinese customers are now under investigation. Stay focused — and be relentlessly interested in the communications practices at HQ — on the fact that stakes are high when the companies
they deal with are also the
State; and that just because a
public channel for discussion
has opened, it doesn't mean
that private discussions are
no longer necessary.
Basically, if you're going to
back out of a big public deal,
be sure the entire line of
communications — everyone
involved — is given the heads
up and a few weeks to respond.
The theory is, allowing the
Chinese a bit of face saving

be relentlessly interested in the communications practices at HQ — on the fact that stakes are high when the companies they deal with are also the State... ? ?

would have resulted in a lot more breathing room for everyone on the wrong side of the law.



Janet Carmosky is a career China business specialist and one of the leading voices on China business in the US. She has experience in a wide range of industries in China, where she lived and worked- as Janet Zhang — from 1985-2003. In 2008 she co-founded The China Business Network as a platform where corporate executives and professionals in China, the US and beyond, can connect and share expertise, projects and learning both online and offline. Currently CEO and Editor-in-Chief of The China Business Network, she writes and speaks about the cultural and

organizational dynamics that result in missed opportunity for both sides. With near-native fluency in Mandarin and solid Cantonese, she also facilitates board-level communication between Chinese and American organizations.

Janet has a BA Chinese Studies (U. Pennsylvania 1985) and has worked in senior management for Burson-Marsteller PR (Director, Shanghai): Web

Connection/chinadotcom, (Director of Operations, Shanghai); Richina Fashion Retail, (Genl Manager, Shanghai, Beijing, Hong Kong); Richina Capital, (VP, Shanghai); Coopers & Lybrand Strategy Consulting, (Shanghai) and other firms. Her past and current clients include Office Depot, Wella AG, Bacardi, Marriott, Continental Airlines, PR Newswire, Wal*Mart, Corning, Waste Management, Sony, Citroen, Alcatel, Ethicon Endosurgery, Briggs & Stratton, Unilever, Alpharma, Givenchy, Yue Sai Kan. Her publications include Alcatel in China: Business as an Adventure (2003) a case for MBA students at Switzerland»s MD and Harvard Business School, as well as articles, essays and chapters in various Economist publications.



Innovate — Don't go for the blond

by Hanne Tuomisto-Inch

Hanne Tuomisto-Inch hails from Helsinki, and is the Online Communications Director at Banner, London. She was recently named a 2007 Agency Innovator by this magazine.

Hanne Tuomisto-Inch can be contacted at hanne.tuomisto-inch@b1.com

I am very excited about the current market and opportunities we are facing. Are you crazy I hear you say? Maybe, however I believe the current recession is providing opportunities for people that think outside the box, providing companies and brands the opportunity to grasp their full potential. It will weed out the weak and favour the bold.

Although the recession has caused marketers to tighten their purse strings, digital is gaining at the expense of other media because of its ability to deliver cost-effective, measurable results. At the same time, consumers and business buyers increasingly need to justify and rationalise their purchases. This key trend is driving audiences online, to research and compare the best deals on the market. The Internet is tailor-made for recession: free, democratic, instant, price checking, voucher code searching, competition consolidating and offering access to free and cheap content and deals.

Digital is also offering marketers and brands the opportunity to be bold, innovative and stand out from the market. In the current climate the knee-jerk reaction is to lie low and go with what has worked in the past.

Often that means demand generation instead of branding, measuring results based on leads, pipeline and sales. But what if everyone in your industry is doing that? It will drive prices of leads up with

The Internet is tailor-made for recession: free, democratic, instant, price checking, voucher code searching, competition consolidating and offering access to free and cheap content and deals.

increased competition and you as a brand won't stand out from the rest. Instead, you will be fighting just to keep your head over the water. Brands need to look for opportunities to be innovative and different in the current climate, while understanding the drivers for their prospects.

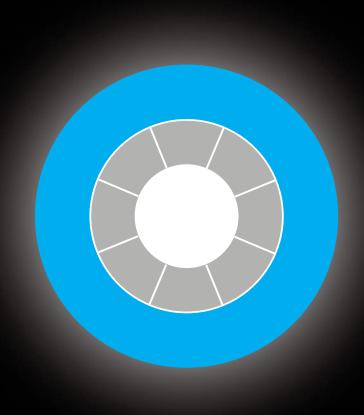
- 1. People are going for trust-worthy brands that are offering the best deals thus you still need to invest in your brand like before, however you need to be smarter about how the money is being spent as there is less to go about.
- 2. People are researching their purchases online more than ever, on price comparison sites, downloading vouchers, scouring blogs and forums for their peers for advice I would not be surprised if we see offer-driven campaign

- results improving as people are looking for the best deals.
- 3. Staying in is the new going out, whether it's watching DVDs at home instead of going to the cinema, cooking vs. dining out or playing a game instead of going on a weekend away We need to look at ways to tap into this trend, whether it's by in-game advertising or using offers that will appeal to people in the current climate.
- 4. Internet is also being used for entertainment. Its free entertainment including on demand TV, videos, games and social networking is just what people need to lift up their moods if it fits your brand and supports your messaging, why not try to lighten up people's moods via your marketing?

In marketing we need ensure that we tap into the above opportunities in an innovative way and not only test different programs, but also give them time to yield results. In the current short-term mentality it is all too easy to scrap the non-performing test programs after three months, only to find out six months later that the returns were just starting to come through then. The challenge is to plan with the longterm in mind, while proving to your management that you are doing to right thing now, even if it's something bold and different from the rest.

And the blond comment? It came from Russell Crowe's "ahaa" moment in the movie, "A Beautiful Mind." He realised that the key was not to go for the obvious choice that everyone would go for and instead to try your luck with the brunette that was the odd one out.





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India is the world's largest democracy and the world's second most-populous country with over I.I billion people. Seventeen of the world's top IOO newspapers are published in India. (According the WAN, the World Association of Newspapers, Chinese, Indian and Japanese newspapers now comprise 74 of the world's top IOO circulating dailies.)

Both the circulation and ad revenue of Indian newspapers has seen dramatic growth. The Indian economy has been increasing by an annual 7% during the last several years, and even the current global slowdown still means growth for India. Current estimates are 5.5% real GDP growth in 2009/IO and 6.3% in 2010/II.

Top Circulation Newspapers in India

Dainik Jagran
Times of India
Dainik Bhaskar
Malayala Manorama
Hindustan Times
Gujarat Samachar
Ananda Bazar Patrika
Eenadu
The Hindu
Hindustan
Mathrubhumi
Punjab Kesari
Rajasthan Patrika
Daily Sakai
AJ
Daily Thanthi
Sandesh

Indian Newspapers by Cities

APER	CIT
ujarat Samachar	Ahmeda
eccan Herald-English Daily	Bangalo
rajavani-Kannada Daily	Bangalo
nanda Bazar Patrika	Calcutta
he Telegraph	Calcutta
he Tribune	Chandig
usiness Line	Chennai
he Hindu	Chennai
	Gauhati
eccan Chronicle	Hyderal
	Hyderal
laidunia Daily	Indore
ajasthan Patrika	Jaipur
ashtradoot	Jaipur
Iind Samachar	Jalandha
ıg Bani	Jalandha
unjab Kesari	Jalandha
ainik Jagran	Kanpur
he Statesman-Calcutta	Kolkata
eepika	Kottayar
falayala Manorama	Kottayar
falayala Manorama Weekly	Kottayar
ashtra Deepika Evening Daily	Kottayar
he Week	Kottayar
ombay Samachar	Mumba
oksatta	Mumba
faharashtra Times	Mumba
fid-Day	Mumba
lavbharat Times	Mumba
lavbharat Times-Delhi	Mumba
lavbharat Times-Mumbai	Mumba
andhya Times	Mumba

PAPER	CITY
The Economic Times-Ahmedabad	Mumbai
The Economic Times-Bangalore	Mumbai
The Economic Times-Chennai	Mumbai
The Economic Times-Delhi	Mumbai
The Economic Times-Hyderabad	Mumbai
The Economic Times-Kolkata	Mumbai
The Economic Times-Mumbai	
(Bombay)	Mumbai
The Economic Times-Pune	Mumbai
The Financial Express	Mumbai
The Indian Express	Mumbai
The Times Of India	Mumbai
The Times Of India-Ahmedabad	Mumbai
The Times Of India-Bangalore	Mumbai
The Times Of India-Delhi	Mumbai
The Times Of India-Hyderabad	Mumbai
The Times Of India-Kolkata	Mumbai
The Times Of India-Lucknow	Mumbai
The Times Of India-Mumbai	Mumbai
The Times Of India-Pune	Mumbai
Lokmat Group	Nagpur
Business Standard	New Delhi
Hindustan Times	New Delhi
MINT	New Delhi
National Herald	New Delhi
	New Delhi
Pioneer	New Delhi
Qaumi Awaz	New Delhi
Saptahik Hindustan	New Delhi
Gujaratmitra & Gujaratdarpan	
Kerala Kaumudi	Trivandru

QUICK FACTS

States	Capitai	Languages
Andra Pradesh	Hyderabad	Telugu and Urdu
Arunachal Pradesh	Itanager	Miji <mark>, Apotan</mark> ji, Merdukpen, Tagin,Adi, Honpa, Bangini-Nishi.
Assam	Dispur	Assamese
Bihar	Patna	Hindi
Chhattisgarh	Raipur	Hindi
Goa	Panaji	Marathi and Konkani
Gujarat	Gandhinagar	Gujarati
Haryana	Chandigarh	Hindi
Himachal Pradesh	Shimla	Hindi and Pahari
Mizoram	Aizawl	Mizo and English
Jammu & Kashmir	Srinagar (Summer)	Kashmiri,Dogri, Urdu, Ladakhi,
	Jammu (Winter)	Pahari,Punjabi and Dadri
Jharkhand	Ranchi	Hindi
Karnataka	Bangalore	Kannda
Kerala	Trivandrum	Malayalam
Madhya Pradesh	Bhopal	Hindi
Maharashtra	Bombay	Marathi
Manipur	Imphal	Manipuri
Meghalaya	Shillong	Khasi, Jaintia and Garo
Nagaland	Kohima	Ao, Konyak, Angami, Sema and Lotha
Orissa	Bhubaneswar	Oriya
Punjab	Chandigarh	Punjabi
Rajasthan	Jaipur	Rajasthani and Hindi
Sikkim	Gangtok	Bhutia, Hindi, Nepali, Lepcha, Limbu
Tamil Nadu	Chennai	Tamil
Tripura	Agartala	Bengali, Tripuri, Manipuri, Kakborak
Uttar Pradesh	Lucknow	Hindi
Uttaranchal	Dehra Dun	Hindi
West Bengal	Calcutta	Bengali

Languages





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PEOPLE AND PLACES



OPMA'S SUMMER PARTY IN LONDON'S ST. JAMES

English summer weather may be unpredictable, but the annual OPMA (Overseas Press & Media Assocation)

Summer Party always shines. This year's event, sponsored by Mercury Publicity and Publicitas, was held on the roof terrace of Inn the Park, overlooking London's St. James's Park. More than 100 guests braved the chilly evening, hosted by the new OPMA President, Richard Pavitt.

All photo identifications from left:

- 1 Richard Pavitt, Prime Media International.
- 2 Alex McKibbin, Axel Springer and David Oliver, Oliver Smith & Partners.
- 3 Patricia Meier Woster, Publicitas.
- 4 Matt Findel-Hawkins, Nikkei Business Publications.
- 5 Colin Smith, Oliver Smith & Partners and Joanne Hedges, Smyth International.
- 6 Sandrine Marchal, Oliver Smith & Partners and James Griffiths, Mercury Publicity Ltd.
- 7 Maya Biltoo, Il Sole 24 Ore.

















John Gapper, Associate Editor, *Financial Times* and Maggie Lake, Business Anchor and Correspondent, CNN International presented a special state of the market address at the Time Warner Center in New York. The event also highlighted results from the newly-released Global Capital Markets Survey.



All photo identifications from left:

- 1 Barbara McGuire, Kate McVeigh, Elizabeth Hook and Maggie Lake all CNN International.
- 2 Brian Spain, The Financial Times; Jeremy Skule, MF Global; Andrew Sollinger, The Financial Times.
- 3 Elissa Tomasetti, The Financial Times and Gretchen Parks, Citigroup.



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GLOBAL STUDENT POSTER COMPETITION WINNERS

The IAA and Dentsu, with support from the United Nations, awarded the winner of the Global Student Poster Competition. This year's theme was climate change. All photo identifications from left:

Gustavo Manzi, Professor of Advertising at Universidad Argentina de la Empresa, Diane Slade, The IAA's Global Director of Education, Matias Fernandez Garcia, Student Competition Winner from Universidad Argentina de la Empresa, Ukihiro Oguchi of Dentsu, Michael Lee of the IAA.



THE GUARDIAN TAKES MANHATTAN

Things are heating up in New York for the Guardian News and Media. The company has opened a downtown office dedicated to selling advertising on the U.S. geo-target portion of Guardian.co.uk and has also just announced a new relationship with Publicitas North America for ad sales in the U.K. products.

Guardian.co.uk is considered the U.K.'s most popular newspaper website, and has regularly been voted the world's best newspaper site at the Webby awards. More Americans are turning to the site for an alternative to U.S.-sourced news. *The Guardian* is one of the UK's leading dailies, while *The Observer* is Britain's oldest Sunday newspaper. All photo identifications from left:

Hannah Diddams (North America Sales Manager Guardian Commercial), Liz Butler (International Sales Manager Guardian Commercial), Carmen Somerset (International Account Manager Guardian Jobs), Laura Salt (International Account Manager Guardian Commercial), Mun-Yee Kong (International Sales Manager Guardian Jobs) and Chris Pelekanou (Sales Director).

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









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an internationalist's eye HONG KONG

It takes an "Internationalist's Eye" to capture the essence of a place, and Marcelo Salup's photography does so effortlessly. Although strictly a passionate amateur, his photos demonstrate that in a busy, homogenized world, we should not overlook that which is native, local or "different." His pictures express the uniqueness of individual markets in ways that words cannot.

PHOTOGRAPHER: Marcelo Salup

ABOUT THE PHOTOS

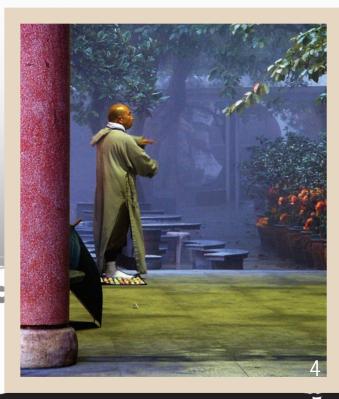
I have been to Hong Kong six times and it never ceases to impress me. The architecture (and the lifestyle) is truly astounding, completely over-thetop, amazing in its style. Yet, the city mixes that radically new spirit with a lot of old fashioned but genuine details.

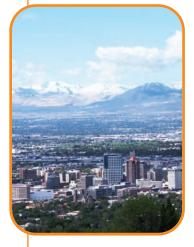


- 1. A ferry crosses from Hong Kong to Kowloon
- 2. A boat returns home to Hong Kong
- 3. The "Avenue of the Stars" in the Kowloon side looking to Hong
- 4. A monk practicing Tai Chi in the Po Lin Monastery in the Island of Lantau









Salt Lake City

Feel like a clean-living adventure? Sick of the city, but still in need of civilized creature comforts? Go Utah! Let's look west, to the environs of Salt Lake City, that little metropolis nestled into a valley at the edge of the Rockies, where the air really is clean, and so better be your manners. This place is an outdoor recreational dream, and that's the number one reason for a fly by.

The Approach

Salt Lake City International is a pretty little airport just minutes from downtown, the gateway hub to everything the area has to offer in terms of both business and recreation. You definitely need a car here, something to whisk you outside of the city itself (a bit dull) to the many beautiful locations in all directions. During peak times you must rent your car well in advance, as periodic shortages of rental cars can leave you caught out if the city is particularly busy with skiers or other recreation-makers. As a family-friendly location, this may mean that your only options, should there be one — include a choice of beige or white minivans — not a BMW in sight.

Your choice of hotel and casino say nothing about you, but they do provide good markers for a visit. Each has a unique flavor and different amenities, but with the large volume of visitors coming through (over 1,000,000 a month in 2008) its hard to feel special. The casinos are a sausage maker, and you're the pig. That said, this guide will take you along the most Hub worthy locations, with some overviews about what to expect at each one.

The City

Salt Lake (SLC) was founded in 1847 as a Mormon enclave, and its impossible to ignore these influences in the city today. Wide streets are set on a grid running roughly north to south, and figuring out the fully numbered streets around the city can be a challenge at first. The early Mormon influences in the city reflected an orderly, planned growth that involved some aspects of central coordination and planning. Today, like many new western US cities, the SLC experience requires quite a lot of driving time, and there are no discernible areas to park and stroll or base yourself. A few collections of activity that could almost be described as a neighborhood exist: a tiny downtown, the areas around 9th and 9th and 15th, Sugar House and Capitol Hill — to name the few. These are the best spots to catch some culture, experience some cool shops etc.

Hotels

These are tough times, and spending lots of cash on a very cool hotel is less desirable than it once was, especially if the experience is marginal. That said, the Monaco Hotel does an admirable job trying to be the coolest hotel in town, and in a place without much competition, wins hands down. It's not like there is a W here, which would generally be the default choice for this sort of thing. Otherwise, try the Peery Hotel, a boutique option right downtown with an old-west feel — built back in 1910 but since updated. For a more intimate experience, try the Wildflowers Bed & Breakfast, a close hop from downtown on a leafy street, this home has just five individual rooms and fresh, homemade breakfast waiting for you when you roll out of bed.

Niohtlife

People are really friendly here, and they party much more than one might think. Generally speaking, this is a genetically enhanced collection of people, so the combination of nice, pretty, and fun create an unexpected surprise for the night owl. Check out the city's electro-ambient crowd at W Lounge, tucked away on W 400 S (see what we mean about that grid?). W attracts quite the crowd on the weekends, and is a good place to get your bearings and meet some locals while listening to better music than the pop40 played elsewhere. SLC is a social town, so activities tend to take precedence here — look for live music nights, karaoke, game nights and other live acts to dominate the night life calendar. If you like country music, you may find your spiritual nirvana just aboutanywhere, but get there early everything closes at 2am. Try happy hour, an early peak in the evening social matrix.

Restaurants

Who would have thought that one of the city's best open secrets is German bratwurst? The most authentic kraut and sausage in a 500 mile radius is at Siegfried's Delicatessan — a place so popular its known to have lines out the door. Siegfried's is a lot like Salt Lake — simple, low-key and therefore, surprisingly fun. It's right downtown.

Around Salt Lake

You'd think the lake would be the draw, but the real reason to visit SLC is in the mountains — great outdoor adventures to the south at Moab (think red painted desert) and to the north and east in the Great Wasatch Range. Skiing has exploded here as a winter-time activity, and

amazing snow is all around from November through March. Locals say that lake-effect snows from the Great Salt Lake form unique crystalline structures in the snow, resulting in massive flakes and unbelievable powder — the nation's best. This has resulted in explosive growth throughout the mountains — with Solitude, Alta, Park City, Deer Valley, The Canyons, and more locations all vying for your attention. Most of the locations are close to each other, so you could easily spend several days hitting all the spots — high altitude skiing with a fun scene. Probably the most fun is the trifecta of Park City — Deer Valley and the Canyons.

Up at the Canyons, be sure to spend a day or two at the brand new **Dakota Mountain Lodge** — a plush condo-hotel that has only opened this summer. A sleek **Golden Door** spa with the latest exercise equipment and spa technologies, an outpost of famed San Francisco eatery **Spruce**, and beautiful views of the ranges just outside make for a memorable stay. With Waldorf Astoria managing the property, service is truly exceptional. Up the road in Park City, a stroll along **Main Street** (epicenter of the **Sundance Film Festival**) is a must — with a small town social feel and your occasional pizza joint.

A worthwhile diversion in this area is the 45 minute drive to the **Sundance Institute and Preserve** — a decades long project of the Redford family. Vast tracts of pristine wilderness are underprotection here, and you can easily get lost on trails and overland hiking expeditions among beautiful scenery. This is the American mountain west near its best, and the high elevation will make you feel as if you've cleaned out any city sickness in no time.

In short it is the great outdoors that makes Salt Lake City worth a visit — a couple nights in town are one thing, but the real beauty of the surrounding areas is the main draw. You could even head west to the lake, (slowly receding as dry conditions take their toll) — where water skiing and boating options abound. The lake sure is nice, but go for the mountains.

Stan Stalnaker is the founder and creative director of Hub Culture, a real network merging the virtual and physical. Hub Pavilions are opening worldwide with workspace, online collaboration tools and support services for



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