internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS





TODAY'S SMATT marketers

www.internationalistmagazine.com

Hub Culture Pavilions are member-led spaces that provide luxurious low-carbon work environments. Members form a community of global entrepreneurial leaders in key cities around the world. Our services, tools & technology empower you to work better, building worth through collaboration.

HubCulture.com

internationalist www.internationalistmagazine.co

18 Smart Marketers

32 | COMMENTARIES: Emerging Markets

China: Could Use of Celebrities & Social Nets Bring More Results than Big Budgets in China?



34 VIEWPOINT: Making Sense of Cannes 2010

36 | MUSINGS: Taxi! You've come a long way, babushka...

2010:3

Publisher's Letter | 4

Frontlines | 6

EATU

Companies and products in the news

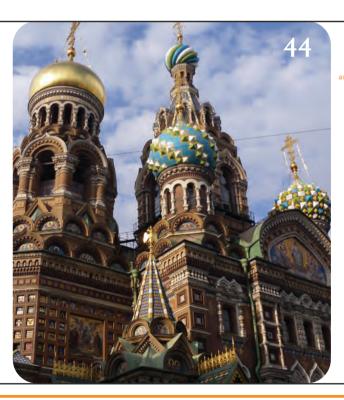
Globetrotters | 15

Newsmakers from around the world

People & Places | 42

Big smiles at get-togethers around the world

Hub Culture | 48



SUBSCRIBE ONLINE

available for bulk shipping.

1.917.816.6416, deborah.malone@internationalistmagazine.com deborah malone FOUNDER & PUBLISHER amanda baltazar NEWS EDITOR amanda@internationalistmagazine.com juliana koranteng FEATURES EDITOR juliana@internationalistmagazine.com david kilburn ASIA EDITOR david.kilburn@internationalistmagazine.com les margulis CONTRIBUTING EDITOR les.margulis@internationalistmagazine.com allyson stewart-allen CONTRIBUTING EDITOR allyson@intermarketingonline.com marcelo salup CONTRIBUTING EDITOR marcelo.salup@internationalistmagazine.com peggy bloomer DESIGN DIRECTOR 1.860.669.5070 peggy.bloomer@internationalistmagazine.com patti brown WEBMASTER webmaster@internationalistmagazine.com Maja Leibovitz EVENT & SPONSORSHIP MANAGER maja@internationalistmagazine.com corporate office 1.212.737.0310



The internationalist is published by DMNY Global. © 2009 DMNY Global. Excerpts may be quoted with proper attribution

to the internationalist.

The internationalist is

for and by international

advertising, marketing, and media professionals

a publication

internationalist PRESS



Introducing

The Internationalist Press,

a new on-demand book

publishing enterprise

from The Internationalist.

specializing in

contemporary marketing

thinking from around

the world. Industry

leaders, Internationalist

contributors, and

marketing professionals

can now present smart

ideas, fast trends and best

practices from all corners

of the globe with quick

turnaround from concept

to publication.

internationalist

Connecting the People & Ideas in International Marketing



EDITORIAL ADVISORY BOARD

scott berg
DIRECTOR OF DIGITAL STRATEGY, HP

harvey ganot PARTNER, NEW MARKETS NOW

mike jarvis INTERNATIONAL MEDIA DIRECTOR, BANNER

graeme hutton SENIOR VP-DIRECTOR OF CONSUMER INSIGHTS & RESEARCH, U.S., UNIVERSAL McCANN

PRESIDENT, LEE & STEEL INC., AND EXECUTIVE DIRECTOR, INTERNATIONAL ADVERTISING ASSOCIATION

andrew mclean
PRESIDENT & CHIEF CLIENT OFFICER —
WORLDWIDE, MEDIAEDGE:CIA

grace palacios CEO- AMERICAS, PUBLICITAS

greg paull PRINCIPAL, R₃

michael lee

linda scott
OXFORD UNIVERSITY — SAID SCHOOL OF BUSINESS

andrew sibley
HEAD OF ADVERTISING & BRAND IDENTITY —
EUROPEAN MARKETS, CISCO SYSTEMS

FOUNDING EDITORIAL BOARD

carolyn carter PRESIDENT, GREY GLOBAL GROUP, EUROPE, MIDDLE EAST & AFRICA

janet fitzpatrick CHIEF STRATEGIC OFFICER, INITIATIVE WORLDWIDE

werner geissler VICE CHAIRMAN OF GLOBAL OPERATIONS

OF PROCTER & GAMBLE COMPANYE.

anne c. toulouse VICE PRESIDENT COMMUNICATIONS, THE BOEING CO.

miles young
CEO, THE OGILVY GROUP

Supported by the IAA- International Advertising Association



Inspiring Excellence in Communications Worldwide[™]

A F F I L I A T E S









Power Breakfast, Japanese Style

The Asahi Shimbun newspaper — Japan's influential day-starter



Best coverage of managerial levels in Japan

Asahi Shimbun

23.9%

Leading national newspaper in Japan



Data source: "J-Read 2008", Video Research Ltd. (3,557 respondents)

Nikkei

15.2%

Data source: "Newspaper Readers Basic Survey 2008" conducted by Central Research Services, Inc. (4.137 respondents)

For Japan's business leaders, a typical day starts with The Asahi Shimbun, Japan's flagship newspaper. In a society that values consensus, it reaches a wider range of business readers from managers to CEOs who influence decision making. If you want to impress key people, select The Asahi Shimbun. It powers your message in Japan.

Newspapers associated with The Asahi Shimbun:

The New York Times (U.S.A.), Le Monde (France), El Pais (Spain), Dong-a Ilbo (South Korea), The Bangkok Post (Thailand), Straits Times, Lianhe Zaobao (Singapore)

Better cost performance (CPT)

Asahi Shimbun US\$53.94 Circulation: 8,031,579 Ad rate*: US\$433,207 (JP¥39,855,000) Nikkei US\$72.63 Circulation: 3,052,929 Ad rate*: US\$221,739 (JP¥20,400,000)

Data source: Circulation: "ABC Report of Jan.-Jun. 2009"

* Full page, morning edition, B&W published rate
as of January 2010 (US\$1.00=JP¥92)

For more details, visit adv.asahi.com/english/

The Asahi Shimbun
Well Read in Japan





South African Nation is True Winner in World Cup

Regardless of which teams triumph or which fans blow their vuvuzelas the loudest, the true champion in this first World Cup competition held on the continent of Africa is the nation of South Africa itself. If nations can indeed project themselves as brands, then South Africa has shown us a welcoming and hopeful place that is ready to embrace the world and hail the future.

In fact, the International Marketing Council of South Africa has been proactive about understanding the country's image and recognizing the potential of its reputation since its inception in 2002 as the official custodian of Brand South Africa. Certainly tourism has been at the center of its effort, but the Marketing Council has also known that many impressions of a country—from business to government to its people and products—all matter.

The Marketing Council has also been willing to try new ideas, while being receptive to views from those outside the country. They recently embarked on a crowdsouring project called "Get Wildly Creative About South Africa" with Zooppa and the CMO Council to better imprint an image of South Africa as "desirable and distinctive." The "My South Africa" campaign, initiated by CNN, also has won awards for Innovation in Media by profiling the people at the heart of many of South Africa's entrepreneurial businesses.

This is exactly the kind of marketing and communications understanding that can indeed help build great perceptions of countries. So let the vuvuzelas blow for South Africa!

Deb Malone, Publisher

Pakistan: Nation & Brand

By Irfan Afzel, Exective Director Creative—Midas Communication Islamabad, Pakistan

The last edition of The Internationalist carried a featured called "Changing Perceptions of Nations as Brands" with research from East West Communications that ranked the brand image of countries based on a communications index. In response to that feature, The Internationalist received a letter from Irfan Afzel of Midas Communication in Islamabad, an attendee at the IAA World Congress in Russia. This is an excerpt from that letter as he considers how to address Pakistan's image as a nation.

".... Social issues, the plight of women and children, human rights, rule of law, climate change and carbon emissions—everything impacts perception of a nation as a brand. Furthermore, the perception of governments and country-of-origin issues can dramatically influence the future of local brands.

And with moral issues being at the heart of branding, the challenge of Pakistan's perception management is much more complex than one would surmise. We are plagued by grave social and moral challenges, which continue to gnaw at the foundations of the country—issues such as extremism and intolerance, human rights, corruption, poverty, widespread social injustice—compounded by severe challenges such as energy, food and water etc. Building Pakistan as a brand amid these circumstances is no small feat.

Where do we start from and who will spearhead the effort? Whose responsibility is this?

Shall we begin with a logotype; a new colour scheme for Pakistan; should we start working on any brand book or identity guidelines for our generations to follow? What are the requisites to make it happen—money, resources, political will or ownership of certain values?

As for the political ownership, I am reminded of an official effort by the government of Pakistan to build a 'soft image' of the country. Ironically, this initiative was undertaken by 'a dictator-led democratic government'. The outcome is self-evident.

For Pakistan, the time to brand and position itself was yesterday. And while I write on this pressing issue, Pakistan, rightly or wrongly, suffers through a Facebook ban by a court on the contentious issue of drawing Prophet Mohammed's sketches. "



Where West & East meet:

thechinabusinessnetwork.com

International professionals join our network for authoritative and useful content, business development tools that work, and a worldwide online and offline community of China business expertise.

THE CHINA BUSINESS NETWORK

To reach everyone in our China focused media & networking platform, contact partners@thechinabusinessnetwork.com.

F R O N T

Sir Martin Sorrell Cites 8 Trends that Are Affecting Business Now

Here are eight trends he's cited recently that are influencing how companies market and advertise today.



Sir Martin Sorrell is eminently quotable—whether in remarks at Cannes, at the opening of the IAA World Congress in Moscow or when addressing analysts.

There is a shift in economic power from the West to the East (China and India) and to the South (Latin America and the Middle East and Africa). However, never write off America. It is big and resourceful with a tremendous capacity for entrepreneurship. It has great human and natural resources. It is also a natural immigrant culture that serves as a great engine to prosperity. Increasingly the future will be about US AND China... and the other fast growth countries will play increasingly important roles.

Today there is a paradox of an overcapacity of goods and shortage of human capital. For example, in the US auto buyers consume 60 million cars, but 80 million are produced. Yet, outside of the US, the need is great and the likes of Geely and Tata are increasing capacity. Their shortage is in labor and talent. Ultimately, people will

determine the success of companies. And let's not forget that advertising is a business based on differentiation—the need to differentiate the tangibles and intangibles of products and services. We can never fail to successfully invest in recruitment and training. We shouldn't grow by our companies by nicking people from competitors. We should simply find the best people and also recruit from the top universities and business schools.

The web has obviously greatly affected our business, but it has also particularly challenged legacy businesses at a time when internet-based companies that are becoming more attractive destinations for people. Look at the changing map of media ownership. New media owners are different. Technology companies like Google and Microsoft are media owners. They don't have the legacy, so they can adapt to what the market needs and wants.

The power of retail today resides with massive companies like Wal-Mart and Tesco. Many packaged goods companies are now finding that an unprecedented 30% of their sales is coming from just one retailer—Wal-Mart. This will increase on a worldwide scale. We are seeing a dramatic change in the relationship between manufacturers and retailers. Keep in mind that Wal-Mart's revenues when compared to the GDP of nations would make it the 7th largest country in world—just behind China.

\(\) Internal communications is becoming more critical. Half of what we do at WPP is inside the organization. Today you must get the internal audiences right first. Getting people to play together is a critical

issue. This can bedevil the growth of companies. Clients want integration and expect it from their agencies, but they are often challenged to do it themselves. The reality of today is that Creative and Media and all of our other disciplines are separate. The benefit is better functional coordination- if there is good internal communications.

There is a new shift to global coordination and control; however, it also coexists with a local focus. When one considers that Russia has 9 time zones and China has 32 provinces—all with different languages, cultures and relationships with government, it's clear how local influence is critical. However, we are seeing both regional compression and the need to have significance of scale on a global basis.

CSR (Corporate Social Responsibility) has created a shift in corporate understanding. Today it is not only about doing good-- (call it altruism)... but also about good business. This means efficiencies on many levels. For example, we can travel less and teleconference more. This may allow us to lower costs that may result in utilizing more efficient buildings. Today WPP spends \$9 billion on people and \$1 billion on buildings. This is a good business shift.

Government today is becoming an important and powerful client. Whether you call the current government spending a bailout or state directed capitalism, government is now a significant spender, economic investor and client. In the UK, advertising from the government is now ahead of P&G with a media expenditure of £250 million a year.

"All of these trends highlight the importance of what we do. All require branding and innovation. Keep in mind that you can have innovation without branding, but you cannot achieve great branding without innovation. Economic growth, today and tomorrow, will be stimulated by the advertising marketing service industry."

N E

The Nexus of Technology, Hollywood & Advertising:

How Microsoft & AVATAR Helped to Transform Marketing

There is no question that the motion picture AVATAR—the biggest movie ever has changed contemporary notions of entertainment. However, there is another aspect to understanding the business of creating and promoting AVATAR that has also affected the fundamentals of marketing-- from redefining notions of partnership to acknowledging that technology will be a mandatory underpinning of the advertising evolution ahead.

The Internationalist spoke with two partners in that transformation—Marc Bresseel, VP Global Agencies of Microsoft Advertising and Bettina Sherick, VP International Digital Marketing of 20th Century Fox International—to learn more about the process as a model for transactions of the future.



Marc Bresseel, VP Global Agencies of Microsoft Advertising

According to Microsoft's Marc Bresseel, "transformation is key to the advertising industry and technology is transforming how we live, communicate, socialize and conduct business. Technology is also an 'enabler' and can be

used to reach out to consumers in different, engaging, exciting ways."

His concern, though, is that very few brands today are able to articulate great brand story—telling in an online world. An exception, of course, is AVATAR. The relationship between Microsoft and 20th Century Fox can certainly be characterized as a "partnership;" however, it moves away from a traditional client-supplier relationship into something that creates value for both partners as they venture into new realms. Bresseel believes, "This industry can only succeed if we make each other better. We will grow if partners truly have skin in the game in each others' projects."

The GAIA Partnership

Few people know that Microsoft played a key role in bringing AVATAR to life. And according to Bresseel, "It all started with a technology conversation."

After Titanic, James Cameron decided to never shoot another movie in "standard" 2D. His next projects were 3D documentaries. This enabled his production team to refine their 3D and digital capabilities



"This single source of data is something that is going to be even more supercritical in the future when it comes to creating multiplatform, multi-screen, multientertainment experiences.

A digital shift in Hollywood is happening, and it is happening fast. Marc Bresseel

Bem-vindo, Léo 🔾

to the extent that Cameron finally believed it was possible to make AVATAR—a film he had written years before. In 2003 Cameron and his team at Lightstorm Productions talked to Microsoft. "Although in retrospect they didn't really know what they were getting into," says Bresseel, "they knew they would have a lot of data and that they would need a way to deal with it."

So it started as a technology stack conversation. In a virtual production, nothing is "photographed;" all performances are captured as data.

Microsoft helped build a custom Digital Asset Management system called Gaia that enabled the AVATAR crew to store, track, manage and categorize all that data. Gaia was the digital hub that housed the entire movie assets.

- The majority of AVATAR is digitally created. Hundreds of artists created the Na'vi and the virtual world of Pandora. Every blade of grass, every creature, every floating mountain in the sky, every vine in the jungle, every single facial expression exists digitally – it's just bits and bytes, and had to be stored somewhere, along with meta data to describe it.
- The live 3D shooting of the real scenes with real actors brought tons of data that needed to be managed.
- The production generated more than a petabyte of data —that is 1000 terabyte or one million gigabytes.

Gaia began as a repository for the digital assets. But the beauty of this Digital Asset Management system is that it does not stop with the film: the ability to tap into a single repository of the film's digital assets greatly facilitated the creation of the AVATAR game and the advertising promotions:

- Game developer Ubisoft used Gaia to extract assets to create the AVATAR video game.
- Multiverse, which developed promotional games around the film, used it to create ADVERTISING. This included an online game that allowed a player to pilot a rover around Pandora and take photos, as well as a Facebook game for Coca-Cola.

Film production companies don't want to think about funding, engagement with Lightstorm and is exploring how to move Gaia to Windows Azure cloud computing services as a central platform for

setting up, and maintaining equipment-heavy IT infrastructure. They want to do their artistic job and let others take care of the technology. As a result, Microsoft has currently renewed its all production and marketing entities.

This Digital Canvas is transforming the traditional advertising world as much as IT is transforming movie productions.

Reach

Connecting your clients with international markets starts with intelligent media placement, Multimedia, Inc. is a leading international media representative established in the U.S. since 1991, with recognized experience serving advertising agencies and direct accounts throughout the world. Multimedia is the only company in the United States that represents media from all BRIC countries, and the largest representative of Brazilian media worldwide. We have the exclusive representation of leading newspapers in Latin America, Europe, Asia, and Middle East, and offer media placement in print, radio, TV, online, and outdoor in strategic markets throughout the world. For more information and media quotes please contact Carol Ramos at +1-407-903-5000 Ext. 249, or e-mail at cramos@multimediausa.com.

Worldwide Represented



ZERO HORA DIÁRIO CATARINENSE























CORREIO BRAZILIENSE

marie claire





Americas Represented



Diena Jutarnjiust



































www.multimediausa.com



Multimedia, Inc.

Your Advertising Connection Throughout The World 7061 Grand National Drive, Suite 127 - Orlando, FL 32819-8398 USA Tel. +1-407-903-5000 - E-mail: info@multimediausa.com



Bettina Sherick, VP International Digital Marketing of 20th Century Fox International

AVATAR's Global Marketing Campaign

Digital is all about doing, testing, learning, measuring, yet the *AVATAR* global marketing strategy needed to be both innovative and pioneering in order to fit with the attributes of the film. And to be universally appealing, it needed to be seen and experienced visually to be fully explained. This resulted in one of the richest and most complex global digital campaigns ever executed and one that included multiple components on multiple devices and screens.

According to Bettina Sherick, VP International Digital Marketing of 20th Century Fox International, "As marketers of theatrical filmed entertainment, we had an interesting predicament: what we were selling was not tangible. We were selling an experience—the promise of a few hours of escapist entertainment. This was even more of a challenge for AVATAR—a wholly new property, not based on an existing book or previous film, a entire new world brought to life, a film made in a way that had truly never been done before. We at 20th Century Fox International had to work extra hard to communicate the experience the audience would have in cinema. From a

digital perspective, this meant that we had run a highlycomplex rich media and video-heavy campaign that brought to life the world of Pandora."

In an unprecedented move, 20th Century Fox International contacted key digital media players very early in the process, made them sign NDAs, brought them to Lightstorm where they viewed unfinished AVATAR scenes, experienced the 3D technology, and toured the war room of props and models. Says Sherick, "We felt that the only way we could build partnerships, help others have a vision around this incredible property, was

to bring them into our world, and have them walk with us along the journey of releasing this film.

We also believed that bringing our story to the places online where millions of people start their internet journey, with a visually-impactful message would be an incredibly powerful vehicle to reach out a mass audience."

The campaign started on *AVATAR* Day, August 21st 2009, with 20 minutes of the film debuting in key IMAX cinemas around the world, along with a first look of the teaser trailer launching online. The 20th Century Fox marketing team insisted that the trailer debut in HD, and they quality checked every single video that was to launch on that day.

Social Networking was critical to word of mouth and viewer interest; *AVATAR* took over the homepage of YouTube in 14 countries and created central deals with MySpace and Facebook. Every local 20th Century Fox market worked with the popular social networks in their territories, be it



. .

YOMIURI, the Face of Japan.

YOMIURI 13,799,473
ASAHI 11,460,461
(Combined Total of Morning and Evening Editions)

Read at work by board directors or higher

YOMIURI 25.2% ASAHI 20.7%

Just this instant, an article strikes a chord with him. Dignified, Proactive, and Intellectual is the man who reads the Yomiuri. He takes social responsibility and appreciates accurate reporting rooted in a 135-year history. Like 26 million other readers each morning, he depends on the Yomiuri to provide the most reliable information from political and economic affairs to modern life-style. Companies investing in Japan see clear growth. Your face in the Yomiuri will stand out in this market. The Japanese man looks for dignity in our time and knows our mission is timeless.

*YOMIURI has syndication relationships with The Times of London, The Washington Post, Le Figaro, and other established newspaper titles.

Japan's Best-Read Newspaper sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report, "average of Jul.-Dec.2008/J-READ2008 (Nationwide) **YOMIURI** 読売新聞 The Actor Sawamura Sojuro III as Oboshi Yuranosuke by Toyokuni Utagawa ©The Adachi Foundation for the Presevation of Woodcut Printing 2009年(平成21年) THE YOMIURI SHIMBUN 8 13 日 月 11日 〒100-8055 東京超千代田区大手町1-7-1 電話(Q3)3242-1111(代) る公的年金積立金の運用実績

Please feel free to contact our local offices. We would be very happy to have a face to face communication with you.

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

Skyblog in France, or Orkut in Brazil. AVATAR was the first advertiser to run HD video on Facebook internationally, using engagement ads in 15 countries. The teaser trailer also launched on the XBOX Live platform—what Bettina Sherick refers to as "the second screen," so the gaming audience could experience its HD quality. She also underscores how the elusive 18-34 male

demographic, a prime target for blockbuster films like AVATAR, is spending a ton of time on Xbox LIVE. "Through the Xbox LIVE service, the audience can engage with the film in an active way downloading themes, gamer pics, and movie clips - rather than passively watch a trailer on traditional TV. A lean forward experience that is then shared with fellow gamers."

The "third screen" in the campaign was mobile, executed via Microsoft in 5 countries. "Definitely an experiment that paid off with fantastic results," according to Sherick.

She also described how an important milestone in the digital media campaign was to "eventize" the London Global Premiere. "We didn't want to do the usual premiere coverage recap, with pictures from the 'blue carpet' and some soundbites. Instead, we worked with YouTube, selecting three 'power users,' who reported from the blue carpet with camera crews that we hired. We gave them access to interview the talent and capture the experience, and let them cut their own stories of what it was like to be part of the *AVATAR* World Premiere in London. At midnight after the premiere, we debuted a new trailer in an expandable masthead unit on the homepage of YouTube, once again in 14 countries, incorporating Facebook share functionality and a live Twitter feed, and pointed fans to the YouTube brand channel dedicated to the power users' premiere coverage."

On the day of the film release, 20th Century Fox ran rich video ads on the homepage of MSN in 15 countries and 10 languages. When a user interacted with a floater ad, the MSN homepage broke away, revealing the world of Pandora and inviting users to discover, engage and interact with imagery and characters from the *AVATAR* film. "Our rich media ad unit included HD video clips, images and downloads from the film, and a link to buy tickets. We also offered sharing functions within the ad so that users could take the content with them to their Facebook, Windows Live, or MySpace pages."

The AVATARwebsite was also set up to be the ultimate sharing destination. It pulled in video content from YouTube, stills and photos from Flickr, a live Twitter feed from the film's official Twitter account. Plus, it linked to every promotional partner who also created web-based content to support the film and its products.

"While we started the discussions about the possibilities a year in advance, as with many film products, the assets we needed to bring the campaign to life online came late in the day, admitted Bettina Sherick. "So, executing this campaign was no small feat indeed. And given the day/date release of the film, it needed to work flawlessly on a global scale. We were fortunate. Our media partners and agencies all rose to the challenge, working tirelessly with us to pull this off."





SSM Global Media

Established 16 years ago is one of the world's leading publisher representatives operating in 40 countries globally

ATTENTION PUBLISHERS

If you are seeking to grow your business internationally and would like to talk to a company focused on growing and developing your online and offline media revenue, then call us now. Would you like to make a change to your existing international media sales team? Then call now for an informal talk. Would you like to utilise our network in 40 countries to grow your business? Or just explore new ways to grow your ad revenue streams then call SSM now.

ATTENTION MEDIA PLANNERS AND BUYERS

Working on an international campaign, looking for new ideas and suggestions? Can't find what you're looking for? Then talk to SSM and our 40 partners who have access to over 30,000 different media globally.

ATTENTION INTERNATIONAL MEDIA REPRESENTATIVES

Wishing to grow and expand your business in other countries and with other publishers? Interested to join the SSM Global Media network already in 40 countries, then contact us for further information.

- Online media sales In-Flight Media Internet Outdoor
- B2C - Consumer - Radio - B2B
 - Newspapers - Sports Events
- Email marketing

Our speciality areas include:

- Custom publishing
- Inserts
- Online Marketing
- Email Newsletters
- Sponsored Publications
- Direct Marketing
- Advertorials
- Market Surveys
- Seminars
- Keyword Search Marketing

For more information contact:

Tel: +44 (0)20 8464 5577 Fax: +44 (0)20 8464 5588 Email: stuart.smith@ssm.co.uk Website: www.ssm.co.uk



At Publicitas we understand international media. Through our network of sales offices in 23 countries, we offer our advertising clients simplified and centralized access to the most prestigious media in over 100 countries. We bring our media partners closer to the client – actively, reliably and globally. We know media.

At Publicitas – Charney Palacios we understand Latin American media. Since 1980, we are highly recognized in the U.S. as the leader and most experienced company in the representation of the main influential media in Latin America and the Caribbean. Conocemos los medios. Nós conhecemos mídia.

Contact us: +1-786-388-6340 For Europe and Asia, Contact us: +1 212-599-5057 www.publicitas.com/usa

www.publicitas.com/latinamerica

Print Online TV Radio



A company of PUBLIGroupe

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 SUBMITTO GLOBETROTTERS, EMAIL: deborah.malone@internationalistmagazine.com

There's lot of movement in the marketplace... which could be a sign of further economic optimism. Change is certainly a constant, and here's a look at some of the world's globetrotters.



GRETCHEN PARKS MOVES TO JP

► Gretchen Parks is now at JP Morgan. She's heading up marketing for the Northeast Region of the US for the Private Banking division. Gretchen moved from

Citi where she spent a decade in global marketing and had lived in both London and New York during various assignments for Private Banking and Wealth Management groups.

An Ohio native, New York is now her home. She actually started her career in the marketing department at Key Bank, headquartered in Ohio, and then moved to the agency side of the business before her transition to Citi.

CONTACT: Gretchen.parks@JPMorgan.com



JULIE CHAN'S NEW ROLE AT PFIZER

Julie Chan has also made a leap in marketing roles, moving from Johnson & Johnson to Pfizer. In fact, her new job (with an office just a 20 minute drive from her home) is International Media Director at Pfizer Consumer

Healthcare. That means you'll also know who to call about worldwide marketing questions on Lipitor, Lyrica, Celebrex, and, yes, Viagra. Pfizer is the world's #1 pharmaceutical company based on worldwide sales.

Before her 14 years at J&J, Julie also began her career in the media departments of Foote Cone Belding and Young & Rubicam.

CONTACT: julie.chan2@pfizer.com

CHRIS CARMICHAEL FROM MINDSHARETO NOKIA

Chris Carmichael, who The Internationalist named as an Agency Innovator in 2007, will take on the role of Head of Customer Marketing for Nokia UK in late July. (Or as he modestly admits, "So less travel which is great with a new baby in the

household!") He had spent 6 years at Mindshare.

Chris is originally from Malta, and when he was named an Innovator, we asked him for comments about his international work on Huggies DryNites Pyjama Pants, which he'll no doubt be

purchasing soon. Chris always knows how get to the heart of the matter:

"Bedwetting products as a rule are a low-interest category and have low budgets, so generating excitement among media partners was challenging. Add to the mix a decentralized media owner across multiple countries, and you get picture of our obstacles. Nike it ain't. In FMCG (Fast Moving Consumer Goods), innovation is absolutely key. Anybody can sell a BMW—they practically sell themselves. Try selling nappies! "

We wish him the best in his move to telecommunications, although I will miss the tales of marketing challenges in the diaper category.





COMCAST INTERNATIONAL HIRES NIGEL PONDER IN LONDON

▶ Nigel Ponder has new role in television. He was just appointed Executive Director of Ad Sales for EMEA at Comcast International Media Group (CIMG) in London.

Philadelphia-headquartered Comcast

Corporation is largely known as a leading US media conglomerate; however, the CIMG division manages sales and distribution for the company's programming outside the United States from offices in London and Hong Kong. This includes the likes of E! Entertainment Television, The Style Network, G₄, The Golf Channel, Versus and Exercise TV. Comcast programming is now viewed in over 160 countries.

Don't forget that Comcast and GE have announced an agreement to create a leading entertainment and communications company by forming a content joint venture initially owned 51% by Comcast and 49% by GE. Nigel's move may be very forward-thinking indeed.

Prior to this move, Nigel had worked at the Fox International Channels in London, including Sky News and the National Geographic Channel.

CONTACT: Nigel_ponder@comcast.com



HUGH WILEY TO PUBLISHER OF BLOOMBERG BUSINESSWEEK

▶ After 25 years at Time Inc., **Hugh Wiley** has taken on the Publisher role at *Bloomberg Businessweek*—immediately filling the very short vacancy left by Jessica Sibley, who moved to *The Week.* (*Item follows.*)

In a statement announcing his new position, Hugh Wiley said, "It is exciting for me to join a company that is innovating and investing to

better serve its audience. *Bloomberg Businessweek* is poised to be the most influential business brand, and I am looking forward to being part of the growth of this great franchise."

Hugh Wiley had an extraordinary career at Time Inc. He joined the company in 1985 in Corporate Development and also worked briefly in Market Development. From 1987 to 1991 he held several domestic and international sales positions at *TIME*, before being named International Sales Development Director. From 1993 to 1996 he was *TIME*'s International Advertising Director, and then served as Vice President and Publisher of *TIME* Latin America until 1998, when he was named President of Time Inc. Latin America.

In June 2000 he was named Executive Vice President, Time Inc. International in order to oversee marketing, sales and new media for Time Inc.'s international titles, including TIME and FORTUNE editions in Asia, Europe, Latin America, and the South Pacific. He was also responsible for Time Inc.'s international licensing

operations and served as the primary liaison for international crossdivisional activity with Turner Broadcasting and AOL.

A year later, Hugh was named Publisher of *FORTUNE* Small Business and ultimately became Group Associate Publisher of the Time Inc. Business and Finance Network, before his current move to Bloomberg Businessweek.

CONTACT: hwiley@bloomberg.net

JESSICA SIBLEY MOVES TO THE WEEK AS PUBLISHER

▶ The Internationalist has followed Jessica Sibley's fast career rise over the past several years, and now her talent and energy take her to *The* Week's US Edition at a time when the magazine is topping the Hot Lists, consistently increasing its circulation and defying the overall trends in print.

She'll lead *The Week*'s marketing and sales efforts at a time when ad pages are growing. (Jessica is usually brought in when there needs to be a turn-around, so it will be interesting to watch how she capitalizes on the existing momentum.)

For those who aren't familiar with *The Week*, the weekly magazine's editors scour hundreds of newspapers, magazines, and Web sites to find the most engaging stories and insightful commentaries from every perspective and political leaning. *The Week*'s focus is not only domestic, but truly international, and is supplemented by broad interests in business, health, science, technology, the arts, and leisure.

The Week was founded in the UK in 1995. A US edition began in 2001, while an Australian edition was launched in 2008. Dennis Publishing publishes the U.K. and Australian editions, while The Week Publications publishes the US edition. Interestingly, global buys are now being created for all three English language versions of The Week by David Weeks in London. (No pun intended. David Weeks, after a long career at The Economist, has been having great success bundling the three editions to top advertisers.)

CONTACT: sibley@theweek.com

NOTE: *The Week*'s Former US Publisher Went to Time Inc. in March.

Just to complete the circle, or perhaps more appropriately, to begin it... note that **Jed Hartman** left *The Week* in March of this year, just 3 months ago, to become the group publisher for Time Inc.'s *FORTUNE* and *CNNMoney*.

AND WHILE ALSO SPEAKING OF BLOOMBERG BUSINESSWEEK

► Christoph Gerth moved to Bloomberg Business Week's London office as Regional Director for Central & Eastern Europe also just a few months ago.

He moved from Hamburg where had served as Director of International Media Sales for Gruner + Jahr for just over two years. Prior to



G+J, Christoph spent 10 years at The Financial Times where he worked in various commercial roles in both the UK and Germany, including Head of European Operations, Head of Client Sales, Germany Country Manager and International Commercial Manager. He started in Classified Sales.

Perhaps part of his success in sales is due degrees in International Business and Psychology. He attended the American International University in both London and Paris.



ANDRÉ FREIHEIT RETURNS TO AN INTERNATIONAL **ROLE**

▶ I met Gruner + Jahr's **André** Freiheit for breakfast in New York in June. He had flown in from his Hamburg headquarters for a Los Angeles meeting, and was still able to introduce me to an authentic bagel place in Times Square that I had not known. That's André at his best-knowledgeable, efficient and extremely low key.

After a two-year stint bolstering some domestic German magazine brands, André is Director of International Media Sales. (In fact, he took over the role again from Christoph Gerth, mentioned above.) He is one of the most energetic people I know and is still more than willing to bolt on to planes and make things happen when he lands. It's good to have you back, André. CONTACT: freiheit.andre@guj.de

GERMÁN LUIS BUCETA TO HEAD BURDA'S INTERNATIONAL MARKETING **& SALES IN AUGUST**

► Germán Luis Buceta is back to his roots in the publishing business as he takes over as international marketing & sales



chief of Burda Community Network International GmbH (BCNI). He'll be based in Munich, and report to Andreas Schilling, Chief Executive Officer of BCN.

Germán will be moving to his job from the media agency side. He has been with Havas Media since 2005 in two roles: Chief Buying Officer at the Frankfurt office of MPG (Media Planning Group) and as Global Head of Print Media at MPG's headquarters office in Barcelona.

His prior experience includes a career start in 1990 at Axel Springer in Madrid and later in Germany. This was followed by senior positions at the Jahreszeiten Verlag, where he began responsible for the international marketing of the group's complete media portfolio. He also spent five years at Publicitas

as Chief Executive Officer for Spain and Portugal, based in Madrid.

A native of Spain, Germán is fluent in Spanish, German, English, French and Italian. His accomplishments don't end with languages; Germán's also a qualified lawyer.

He succeeds Helena Anwander-Ramolla, who has now left the company on maternity leave. Helena developed international marketing & sales for BCNI since 2004. Among her accomplishments is the creation of worldwide marketing partnerships with the French Groupe Lagardère and the Spanish Grupo Zeta.

HARRY NEUHAUS RETURNS TO HIS **INTERNATIONAL ROOTS**

Everyone knows Harry, especially from his days of senior international sales positions at MTV, Turner Broadcasting, Ask Jeeves and Yahoo! Now he'll bring 20 years of experience to Petry Networks, the TV ad representation company in New York, as Vice President, International.



Most recently, Harry was Director, East Coast Sales & Operations for Los Angeles-based LATV Networks, the bilingual, ad-supported music/entertainment network. (By the way, he also has a Bachelors of Science in electrical engineering from the University of California at San Diego. Who'd have guessed given his verbal prowess?)

Petry currently works in the US as ad representative for Euronews, Eurosport, and a number of Asian sports networks, including Xinhua Sports & Entertainment Ltd. (XSEL), Goal TV, the Football Channel and Koobee. The company was founded in 1931, and today Petry Holding, Inc., Petry Media's parent, is owned by funds managed by Patriarch Partners LLC, the New York based investment and asset management firm.

CONTACT: Harry.Neuhaus@petrymedia.com



RIK GATES BACK IN NEW YORK AT FORBES MEDIA

Rik is now back in the Big Apple after working for nearly two years as Group Publisher at Pace Communications in North Carolina. He brings with him a wonderful international background including 11 years in Asia, followed by 6 years in

New York at Businessweek as Vice President for International Sales. Originally from Canada, Rik started his career in banking in Toronto. Perhaps most interesting, though, is that in his early years he participated in a student exchange with Sumatra, Indonesia to work with local village leaders on projects to improve the quality of life for villagers. Part of the Canada World Youth Programme, the exchange was designed to promote broader understanding between cultures.

CONTACT: rgates@forbes.com

Recognizing Today's Cross-Border Marketers

As more big brands show up in parts of the world once considered remote, they certainly rely on local agencies to make their messages relevant and also to meaningfully place in-country media. However, there are other pioneers of the international marketing world: mid-sized companies expanding into just a dozen markets, fledgling divisions that recognize the need to reach decision-makers across the world, or products of interest to a very mobile, affluent target group. These companies and their agency partners don't always have the advantage of extensive worldwide infrastructure. Or they simply opt to work centrally or perhaps from a regional hub or two, given the very specific nature of a marketing message.

As a result, these strategists must become immediate experts in culture, language, customs, legalities, and media as they prepare campaigns to eloquently unfold several continents away. They have little choice but to become "Smart Marketers" as they manage budgets like diversified portfolios across all manner of fast growth, slow growth or no growth markets. And given the on-going challenge of budgets, they understand that making a multi-national marketing investment now will not only build share, but will position them for better times ahead.

It has never been easy to identify these cross-border marketers, nor has it ever been easy to quantify how much these players spend in their trans-national marketing efforts. There is a lot of great national ad spend tracking that is added up to paint a complete global picture. Yet, consider a US brand, placed by a London agency in German and French newspapers and on a pan-regional TV channel. Not only would such business fall into a "hard-to-track" category, but the entire process takes a fair amount of skill and international knowledge. Something we think is worthy of calling such companies, "Smart Marketers."

The Internationalist has put together a list of these cross-border marketers that have been advertising in 2009/10—campaign by campaign—largely by surveying media owners and international ad reps about their current cross-border ad base. The list is far from perfect, but it's certainly a start at recognition. A majority of these marketers fall into categories like travel, technology, finance, corporate image, or luxury. We just hope it inspires other companies to participate in marketing across borders, and we'd like to hear from anyone not listed.

Top Cross-Border Spenders

	ADVERTISER	CATEGORY	GLOBAL HQ
1	ROLEX	Luxury	Switzerland
2	QATAR AIRWAYS	Travel	Qatar
3	SOUTH AFRICAN TOURIST BOARD	Travel	South Africa
4	HYUNDAI	Auto	Korea
	PHILIPS		Netherlands
5		Corporate	
6	EMIRATES AIRLINES	Travel	Dubai
7	EXXON MOBIL	Energy	USA
8	KIA MOTORS	Auto	Korea
9	GREEK TOURIST BOARD	Travel	Greece
10	SHELL PETROLEUM	Energy	Netherlands
11	LOUIS VUITTON	Luxury	France
12	TURKISH AIRLINES	Travel	Turkey
13	CREDIT AGRICOLE	Financial	France
14	HSBC	Financial	UK
15	TOYOTA	Auto	Japan
16	ALLIANZ GROUP	Financial	Germany
17	SAMSUNG	Electronics	Korea
18	INDIAN TOURIST BOARD	Travel	India
19	VOLKSWAGEN	Auto	Germany
20	FORD	Auto	USA
21	RENAULT AUTOMOBILES	Auto	France
22	CREDIT SUISSE GROUP	Financial	Switzerland
23	DELL	Technology	USA
24	MITSUBISHI ELECTRIC ZURICH	Corporate Financial	Japan Switzerland
26	PANASONIC	Electronics	Japan
27	GE	Corporate	USA
28	SUZUKI	Auto	Japan
29	BAHRAIN ECONOMIC DEVELOPMENT BOARD	Economic Development	Bahrain
30	H STERN JEWELERS	Luxury	Brazil
31	VIVO	Telecommunications	Brazil
32	LG	Electronics	Korea
33	BREGUET	Luxury	Switzerland
34	FX PRO	Financial	Cyprus
35	ZENITH BANK	Financial	Nigeria
36	HEWLETT PACKARD	Technology	USA
37	DHL	Delivery	USA
38	CHEVRON	Energy	USA
39	CANON	Electronics	Japan Si
40	BREITLING CATHAY PACIFIC AIRLINES	Luxury Travel	Switzerland
41	THOMSON REUTERS	Financial	Hong Kong USA
43	ROMANIAN TOURIST BOARD	Travel	Romania
44	EGYPTIAN TOURIST AUTHORITY	Travel	Egypt
45	ADIDAS	Apparel/Footware	Germany
46	SUZLON ENERGY	Corporate	India
47	FINNAIR AIRLINES	Travel	Finland
48	CARTIER	Luxury	France
49	FOOT LOCKER	Retail	USA
50	SKYTEAM	Travel	Netherlands

ADVERTISER

20TH CENTURY FOX	Entertainment	USA
ABU DHABI TOURISM AUTHORITY	Travel	Abu Dhabi
ACCENTURE	Corporate	USA
ACCOR	Travel	France
AIR ASIA AIRLINES	Travel	Malaysia
AIR FRANCE KLM	Travel	France
AIRBUS INDUSTRIE	Aviation	France
ALGERIA TOURISM OFFICE	Travel	Algeria
APPLE	Technology	USA
ARTOC GROUP	Financial	Egypt
ASIATRAVEL.COM	Travel	Singapore
ASPIRE SPORT ACADEMY	Education/Training	Qatar
AUDI	Auto	Germany
AUSTRIAN TOURIST BOARD	Travel	Austria
AZERBAIJAN TOURIST OFFICE	Travel	Azerbaijan
BANCO DO BRAZIL	Financial	Brazil
BANCO REAL	Financial	Brazil
BANK NY MELLON ASSET MGMT	Financial	USA
BANK OF AMERICA	Financial	USA
BANK OF TDW & BGL	Financial	Luxembourg
BANK PHB	Financial	Nigeria
BARCLAYS GROUP	Financial	UK
BLANCPAIN	Luxury	Switzerland
BMW	Auto	Germany
BNP PARIBAS	Financial	France
BOEING	Corporate	USA
ВОНЕМІА	Beer	Brazil
BOSTON MEDICAL GROUP	Education/Training	USA
BRADESCO BANK	Financial	Brazil
CAIXA BANK	Financial	Brazil
CALTEX	Energy	US
CARGILL	Aviation	USA
CASTROL	Auto	UK
CHANEL	Luxury	France
CHEVROLET	Auto	USA
CHEVRON PHILLIPS CHEMICAL CO.	Corporate	USA
CHICAGO MERCANTILE EXCHANGE	Financial	USA
CITIBANK	Financial	USA
CLARO- div. América Móvil	Telecommunications	Mexico
CMSFOREX.COM	Financial	UK
COLGATE	FMCG	USA
COLUMBIA PICTURES	Entertainment	USA
CREDICARD	Financial	Brazil
CUBA TOURIST OFFICE	Travel	Cuba
CVC Travel Services	Travel	Brazil
CYPRUS TOURIST BOARD	Travel	Cyprus
DATACRAFT ASIA	Technology	Singapore
DEUTSCHE BANK	Financial	Germany
DOVE	FMCG	USA
DIDALINE ENLANCE CENTED	T11.1	D. 1 !

Financial

Energy

Dubai

France

CATEGORY

GLOBAL HQ

50-200 Alpha Order

EDF

DUBAI INT'L FINANCE CENTER

EINSTEIN MEDICAL CENTER Education/Training USA EMERSON Corporate USA EMERSON Corporate USA ENEL Energy Italy ETHHAD AIRWAYS Travel Abu Dhabi FEDEX Delivery USA FIAT Auto Italy FOREX CAPITAL MARKETS Financial USA FULTILITPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GGRGIA DEVELOPMENT Economic Development Georgia GGARIF LUXURY UK GRUPO AGRE Real Estate Development Brazil GUTHY RENKER Direct Response USA HAVALAINAS Apparel/Footware Brazil HEDIARD PARIS LUXURY Switzerland HUBLOT LUXURY Switzerland HUBLOT LUXURY Switzerland IBM Technology USA INTEL TECHNOLOGY INTEL TECHNOLOGY INTEL TECHNOLOGY INTEL TECHNOLOGY INTEL TECHNOLOGY INTEL TRAVEL USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Singapore INTEL Technology USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil INTEL TECHNOLOGY INTEL TRAVEL USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Malaysia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCOR TOURISM Financial France NESPRESSO Luxury Switzerland NEST	ADVERTISER	CATEGORY	GLOBAL HQ
EMERSON Corporate USA ENEL Energy Italy ETHHAD AIRWAYS Travel Abu Dhabi FEDEX Delivery USA FEDEX Delivery USA FIAT Auto Italy FOREX CAPITAL MARKETS Financial USA FUJIFILM Electronics Japan FULITILITPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HIDLARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA INTER CONTINENTAL HOTELS Travel UK INTER ACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial USA INVEST MACEDONIA Economic Development HONDA ITAU PRIVATE BANK Financial Spain GUTHY RENKER DIRECT STAVEL INVEST MACEDONIA Economic Development HONDA INVEST MACEDONIA Economic Development HONDA ITAU PRIVATE BANK Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya MACEDONIA Travel Malaysia MALAYSIAN TOURIST BOARD Travel Malex MALAYSIAN TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malex MARRIOTT HOTELS Travel USA MRRCEDES BENZ Auto Germany MCHIGAN ECONOMIC DEV.CORPORATION Economic Development US MRRCEDES BENZ Auto Germany MCHIGAN ECONOMIC DEV.CORPORATION Economic Development US MRRCEDES BENZ Auto USA MRRCEDES BENZ Auto Germany MCHIGAN ECONOMIC DEV.CORPORATION Economic Development US MRRCEDES BENZ Auto USA MRR	EINSTEIN MEDICAL CENTER	Education/Training	USA
ENEL ETHAD AIRWAYS Travel Abu Dhabi FEDEX Delivery U.S.A FIAT Auto Italy FOREX CAPITAL MARKETS Financial U.S.A FIAT Auto Italy FOREX CAPITAL MARKETS Financial U.S.A FUJIFILM Electronics Japam FULLTILITPOKER Gaming U.K GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury U.K GRUPO AGRE Real Estate Development GRAFF GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response U.S.A HAVAIANAS Apparel/Footware HAVAIANAS HAVAIANAS HAVAIANAS HAVAIANAS HONDA HUBLOT Luxury France HONDA Auto Japam HUBLOT Luxury Switzerland IBM Technology U.S.A INTER CONTINENTAL HOTELS Travel U.K INTERACTIVE BROKERS Financial Singapore INTEL Technology U.S.A INTER CONTINENTAL HOTELS Travel U.K INTERACTIVE BROKERS Financial Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN KENYAN TOURIST BOARD Travel MALAYSIAN TOURIST BOARD Travel MALAYSIAN TOURIST BOARD MALOS MALO MORIL MALOS MALO MORIL MALOS MALO MORIL MALOS MALO MORIC MALOS MORIC MALOS MALOS MALO	ELECTRONIC ARTS	Video Games	USA
ETIHAD AIRWAYS FEDEX Delivery USA FEDEX Delivery USA FIAT Auto Italy FOREX CAPITAL MARKETS Financial FUJITILM Electronics Japan FUJITILM Electronics Japan FUJITILM GARUDA INDONESIA AIRLINES Fravel GAruda Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development GRUPO SANTANDER Financial GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware HAVAIANAS Apparel/Footware HAVAIANAS HEDIARD PARIS HUBLOT Luxury Switzerland HUBLOT Luxury Switzerland HBM Technology USA INTER CONTINENTAL HOTELS INTEL Technology INTEL INTER CONTINENTAL HOTELS INT	EMERSON	Corporate	USA
FEDEX Delivery USA FIAT Auto Italy FOREX CAPITAL MARKETS Financial USA FUJIFILM Electronics Japan FULLTILITPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IOMARKETS Financial Singapore INTEL Travel UK INTER CONTINENTAL HOTELS Travel UK INTER CONTINENTAL HOTELS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Kenya KOREAN AIR Travel Macedonia MALATSIAN TOURIST BOARD Travel Macedonia MALATSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Macedonia MALATSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Montene	ENEL	Energy	Italy
FIAT Auto Italy FOREX CAPITAL MARKETS Financial USA FUJIFILM Electronics Japan FULITILTPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland HBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTER CONTINENTAL HOTELS Travel INTER CONTINENTAL HOTELS Financial Brazil IVECO Auto Italy KENYAT BANK Financial Brazil IVECO Auto Italy KENYAT OLORIST BOARD Travel Macedonia MACEDONIA TOWNIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MARRIOTT HOTELS Travel Malaysia MARRIOTT HOTELS Travel Malaysia MALTESE TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROC	ETIHAD AIRWAYS	Travel	Abu Dhabi
FIAT Auto Italy FOREX CAPITAL MARKETS Financial USA FUJIFILM Electronics Japan FULITILTPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland BIBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTER CONTINENTAL HOTELS Financial Brazil ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENYAT TOURIST BOARD Travel MACEDONIA TOURIST BOARD Travel MALONIA Travel Kenya KOREAN AIR Travel Wenya KOREAN AIR Travel MACEDONIA TOURIST BOARD Travel MACEDONIA TOURIST BOARD Travel MALONIST BOARD Travel MACEDONIA TOURIST BOARD Travel MALONIST BOARD Travel MORONIC BEVEORPORATION ECONOMIC BEVEORPORATION ECONOMIC BEVEORPORATION SURVER	FEDEX	Delivery	USA
FOREX CAPITAL MARKETS Financial FULITIEN Electronics Japan FULITIEN FULITIETPOKER Gaming GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development GEORGIA GRAFF Luxury UK GRUPO AGRE Real Estate Development GRUPO SANTANDER Financial GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland BBM Technology USA INTER INTEL TECHNOLOGY INTER INTEL TECHNOLOGY USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial VSA INVEST MACEDONIA Economic Development Macedonia TITAU PRIVATE BANK Financial Financial France HORG KENYAN TOURIST BOARD Travel MACEDONIA Tourist BOARD MALANSIAN MALANSIAN TOURIST BOARD MALANSIAN TOURIST BOARD MALANSIAN MALANSIAN TOURIST BOARD MALANSIAN MALANSI	FIAT	•	Italy
FUJIFILM Electronics Japan FULITITPOKER Gaming UK GARUDA INDONESIA AIRLINES Travel Indonesia GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENYAN TOURIST BOARD Travel Macedonia KENYAN TOURIST BOARD Travel Malaysia MALTESE TOU	FOREX CAPITAL MARKETS	Financial	•
FULLTILTPOKER GARUDA INDONESIA AIRLINES Travel GDF SUEZ Energy France GEORGIA DEVELOPMENT Economic Development GEORGIA GRAFF Luxury UK GRUPO AGRE Real Estate Development GRUPO SANTANDER Financial GRUPO SANTANDER Financial GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland HBM Technology USA INTER CONTINENTAL HOTELS INTEL INTER GONTINENTAL HOTELS Travel UK INVEST MACEDONIA ECONOMIA ENDATOR KENTUCKY FRIED CHICKEN FMCG KENTYUKY FRIED CHICKEN FMCG KENTYAN TOURIST BOARD Travel MACEDONIA TOURIST BOARD MACEDONIA Travel MACEDONIA TOURIST BOARD MACEDONIA Travel MACEDONIA TOURIST BOARD MACEDONIA TOURIST BOARD Travel MACEDONIA TOURIST BOARD MACEDONIA Travel MALAYSIAN TOURIST BOARD Travel MACEDONIA TOURIST BOARD MACEDONIA Travel MACEDONIA GEONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial MALAYSIAN GONGIC DEV.CORPORATION Economic Development MIZUHO CORP BANK Financial MACEDONISM Financial MODIL Travel MO		Electronics	Iapan
GARUDA INDONESIA AIRLINES GDF SUEZ Energy GEORGIA DEVELOPMENT Economic Development GRAFF Luxury UK GRUPO AGRE Real Estate Development GRUPO SANTANDER Financial GUTHY RENKER Direct Response HAVAIANAS Apparel/Footware HEDIARD PARIS HEDIARD PARIS HUBLOT Luxury Switzerland HUBLOT Luxury Switzerland ISM GOMARKETS Financial INTER CONTINENTAL HOTELS Travel INTER CONTINENTAL HOTELS Travel INTER ACTIVE BROKERS Financial Financial Brazil IYECO Auto KENTUCKY FRIED CHICKEN FMCG KOREAN AIR LONGINES LUXURY FRACE BROARD MACEDONIA TOURIST BOARD Travel MACEDONIA TOURIST BOARD MALAYSIAN TOURIST BOARD Travel MALAYSIAN TOURIST BOARD MALAYSIAN TOURIST BOARD Travel MALTESE TOURIST BOARD Travel MALTESE TOURIST BOARD MALAYSIAN TOURIST BOARD Travel MALTESE TOURIST BOARD Travel MARRIOTT HOTELS Travel MORDIC AUTO MORDIC BECONOMIC DEVCORPORATION ECONOMIC MIZUHO CORP BANK Financial Japan MOBIL I MORDIC Travel MORDIC MORDIC DEVELOPMENT MORDIC MORDIC MORDIC	FULLTILTPOKER		
GDF SUEZ GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development GRUPO SANTANDER GTUPO SANTANDER GTUPO SANTANDER GRUPO SANTANDER GRUPO SANTANDER Financial GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland HIBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia TITAU PRIVATE BANK Financial RENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel KOREAN AIR Travel LUXURY MACEDONIA Travel MACEDONIA Tourist BOARD MALTESE TOURIST BOARD Travel MACEDONIA Tourist BOARD Travel MACEDONIA Tourist BOARD Travel MACEDONIA MALTESE TOURIST BOARD Travel MARRIOTT HOTELS Travel MONTENEGRO TOURISM Travel MONTENEGRO TOURISM Travel MONTENEGRO TOURISM Travel MONTENEGRO TOURIST BOARD Travel MONTENEGRO TOURIST BOARD Travel MONTENEGRO TOURIST BOARD Travel MONTENEGRO MOROCCON M			Indonesia
GEORGIA DEVELOPMENT Economic Development Georgia GRAFF Luxury UK GRUPO AGRE Real Estate Development Spain GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MACEDONIA TOURIST BOARD Travel Malaysia MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MACEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL Auto USA MONTENEGRO TOURIST BOARD Travel Morencepro MOROCCAN TOURIST BOARD Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi France NEC Electronics Japan NESPRESSO Luxury Switzerland		Energy	
GRAFF Luxury UK GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia TTAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MACEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Fravel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi France NEC Electronics Japan NESPRESSO Luxury Switzerland			
GRUPO AGRE Real Estate Development Brazil GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MOROCCORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOROCCON TOURISM Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MOROCCON TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi France NEC Electronics Japan NESPRESSO Luxury Switzerland			
GRUPO SANTANDER Financial Spain GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Molten MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan		•	
GUTHY RENKER Direct Response USA HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Moltengro MECHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
HAVAIANAS Apparel/Footware Brazil HEDIARD PARIS Luxury France HONDA Auto Japan HUBLOT Luxury Switzerland HBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Morocco MSIG- Mitsui Sumitomo Insurance Group MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			-
HEDIARD PARIS HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial ISINgapore INTEL Technology USA INTER CONTINENTAL HOTELS ITravel UK INTERACTIVE BROKERS Financial ITAU PRIVATE BANK Financial ITAU PRIVATE BANK Financial ITAU PRIVATE BANK FINANCIA KENYAN TOURIST BOARD Travel KOREAN AIR LONGINES LUXURY MACEDONIA TITAVEL KORGAN MACEDONIA TITAVEL KORGAN MACEDONIA TITAVEL KORGAN MACEDONIA TOURIST BOARD Travel MACEDONIA MACEDONIA TOURIST BOARD Travel MACEDONIA MACEDONIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel MOROCCAN TOURIST BOARD Travel MOROCCO MISIG- Mitsui Sumitomo Insurance Group MICHADALA DEVELOPMENT COMPANY NETTAVEL NETTAVEL MOROCCO BEJECTORICS Japan MUBADALA DEVELOPMENT COMPANY Financial France Electronics Japan MESPRESSO Luxury Switzerland		<u> </u>	
HONDA Auto Japan HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Macedonia MACEDONIA TOURIST BOARD Travel Malaysia MAITESE TOURIST BOARD Travel Malaysia MAITESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Morocco MSIG- Mitsui Sumitomo Insurance Group MIGADALA DEVELOPMENT COMPANY NATIXIS Financial Japan MUBADALA DEVELOPMENT COMPANY NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
HUBLOT Luxury Switzerland IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LUNGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MAITESE TOURIST BOARD Travel Malaysia MAITESE TOURIST BOARD Travel Malaysia MAITESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURISM Travel Montenegro MOROCCAN TOURISM Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		· · · · · · · · · · · · · · · · · · ·	
IBM Technology USA IG MARKETS Financial Singapore INTEL Technology USA INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LUNGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURISM Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
IG MARKETS Financial Singapore INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
INTEL Technology USA INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
INTER CONTINENTAL HOTELS Travel UK INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
INTERACTIVE BROKERS Financial USA INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel WAlta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL 1 Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan			
INVEST MACEDONIA Economic Development Macedonia ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel USA MONTENEGRO TOURISM Travel Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		****	
ITAU PRIVATE BANK Financial Brazil IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		* * *	
IVECO Auto Italy KENTUCKY FRIED CHICKEN FMCG USA KENYAN TOURIST BOARD Travel Kenya KOREAN AIR Travel Korea LONGINES Luxury Switzerland MACEDONIA TOURIST BOARD Travel Macedonia MALAYSIAN TOURIST BOARD Travel Malaysia MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Montenegro MOROCCAN TOURIST BOARD Travel Moncoco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
KENTUCKY FRIED CHICKENFMCGUSAKENYAN TOURIST BOARDTravelKenyaKOREAN AIRTravelKoreaLONGINESLuxurySwitzerlandMACEDONIA TOURIST BOARDTravelMacedoniaMALAYSIAN TOURIST BOARDTravelMalaysiaMAITESE TOURIST BOARDTravelMaltaMARRIOTT HOTELSTravelUSAMERCEDES BENZAutoGermanyMICHIGAN ECONOMICEconomic DevelopmentUSDEV.CORPORATIONEconomic DevelopmentUSMIZUHO CORP BANKFinancialJapanMOBIL IAutoUSAMONTENEGRO TOURISMTravelMontenegroMOROCCAN TOURIST BOARDTravelMoroccoMSIG- Mitsui Sumitomo Insurance GroupFinancialJapanMUBADALA DEVELOPMENT COMPANYEconomic DevelopmentAbu DhabiNATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland			
KENYAN TOURIST BOARDTravelKenyaKOREAN AIRTravelKoreaLONGINESLuxurySwitzerlandMACEDONIA TOURIST BOARDTravelMacedoniaMALAYSIAN TOURIST BOARDTravelMalaysiaMAITESE TOURIST BOARDTravelMaltaMARRIOTT HOTELSTravelUSAMERCEDES BENZAutoGermanyMICHIGAN ECONOMICEconomic DevelopmentUSDEV.CORPORATIONEconomic DevelopmentUSMIZUHO CORP BANKFinancialJapanMOBIL IAutoUSAMONTENEGRO TOURISMTravelMontenegroMOROCCAN TOURIST BOARDTravelMoroccoMSIG- Mitsui Sumitomo Insurance GroupFinancialJapanMUBADALA DEVELOPMENT COMPANYEconomic DevelopmentAbu DhabiNATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland			
KOREAN AIR LONGINES LUXURY Switzerland MACEDONIA TOURIST BOARD Travel MALAYSIAN TOURIST BOARD Travel MALAYSIAN TOURIST BOARD MALTESE TOURIST BOARD Travel MARRIOTT HOTELS Travel MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development MIZUHO CORP BANK Financial MOBIL I Auto MONTENEGRO TOURISM Travel MONTENEGRO TOURISM MOROCCAN TOURIST BOARD MISIG- Mitsui Sumitomo Insurance Group MUBADALA DEVELOPMENT COMPANY NATIXIS Financial Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
LONGINES LUXURY MACEDONIA TOURIST BOARD Travel MALAYSIAN TOURIST BOARD MALAYSIAN TOURIST BOARD MALTESE TOURIST BOARD MARRIOTT HOTELS MERCEDES BENZ MICHIGAN ECONOMIC DEV.CORPORATION MIZUHO CORP BANK Financial MOBIL I Auto MONTENEGRO TOURISM MONOCCAN TOURIST BOARD MISG- Mitsui Sumitomo Insurance Group MUBADALA DEVELOPMENT COMPANY NEC MEC MERCEDES MISG- MISSING FINANCIA MOROCCAN TOURIST BOARD MOROCCAN TOURIST BOARD MUBADALA DEVELOPMENT COMPANY NATIXIS FINANCIA MERCEDES MIZURY Malta Malta Malta Malta Malta Malta Malta MESCONOMIC DEV.CORPORATI USA MONTENEGRO TOURISM Montenegro Morocco Mor			•
MACEDONIA TOURIST BOARD MALAYSIAN TOURIST BOARD Travel MAlaysia MALTESE TOURIST BOARD Travel MARRIOTT HOTELS MERCEDES BENZ MICHIGAN ECONOMIC DEV.CORPORATION MIZUHO CORP BANK MOBIL I MONTENEGRO TOURISM MOROCCAN TOURIST BOARD MISUMO Insurance Group MOROCCAN TOURIST BOARD MUBADALA DEVELOPMENT COMPANY NEC NEC MERCEDES BENZ Auto Macedonia Malaysia Mala Sermany USA Sermany MUSA MONTENEGRO TOURISM Travel Montenegro Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		****	
MALAYSIAN TOURIST BOARDTravelMalaysiaMALTESE TOURIST BOARDTravelMaltaMARRIOTT HOTELSTravelUSAMERCEDES BENZAutoGermanyMICHIGAN ECONOMICEconomic DevelopmentUSDEV.CORPORATIONEconomic DevelopmentUSMIZUHO CORP BANKFinancialJapanMOBIL IAutoUSAMONTENEGRO TOURISMTravelMontenegroMOROCCAN TOURIST BOARDTravelMoroccoMSIG- Mitsui Sumitomo Insurance GroupFinancialJapanMUBADALA DEVELOPMENT COMPANYEconomic DevelopmentAbu DhabiNATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland		•	
MALTESE TOURIST BOARD Travel Malta MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
MARRIOTT HOTELS Travel USA MERCEDES BENZ Auto Germany MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		****	
MERCEDES BENZ MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial MOBIL I Auto USA MONTENEGRO TOURISM Travel MOROCCAN TOURIST BOARD MSIG- Mitsui Sumitomo Insurance Group MUBADALA DEVELOPMENT COMPANY NATIXIS Financial France NEC Electronics Japan Mubadala Development NESPRESSO Luxury Switzerland	MALTESE TOURIST BOARD	Travel	Malta
MICHIGAN ECONOMIC DEV.CORPORATION Economic Development US MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		Travel	
DEV.CORPORATIONEconomic DevelopmentUSMIZUHO CORP BANKFinancialJapanMOBIL IAutoUSAMONTENEGRO TOURISMTravelMontenegroMOROCCAN TOURIST BOARDTravelMoroccoMSIG- Mitsui Sumitomo Insurance GroupFinancialJapanMUBADALA DEVELOPMENT COMPANYEconomic DevelopmentAbu DhabiNATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland		Auto	Germany
MIZUHO CORP BANK Financial Japan MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			
MOBIL I Auto USA MONTENEGRO TOURISM Travel Montenegro MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland	DEV.CORPORATION		US
MONTENEGRO TOURISMTravelMontenegroMOROCCAN TOURIST BOARDTravelMoroccoMSIG- Mitsui Sumitomo Insurance GroupFinancialJapanMUBADALA DEVELOPMENT COMPANYEconomic DevelopmentAbu DhabiNATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland	MIZUHO CORP BANK	Financial	Japan
MOROCCAN TOURIST BOARD Travel Morocco MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland			USA
MSIG- Mitsui Sumitomo Insurance Group Financial Japan MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland		Travel	Montenegro
MUBADALA DEVELOPMENT COMPANY Economic Development Abu Dhabi NATIXIS Financial France NEC Electronics Japan NESPRESSO Luxury Switzerland	MOROCCAN TOURIST BOARD	Travel	Morocco
NATIXISFinancialFranceNECElectronicsJapanNESPRESSOLuxurySwitzerland	MSIG- Mitsui Sumitomo Insurance Group		Japan
NECElectronicsJapanNESPRESSOLuxurySwitzerland	MUBADALA DEVELOPMENT COMPANY	Economic Development	Abu Dhabi
NESPRESSO Luxury Switzerland	NATIXIS	Financial	France
	NEC	Electronics	Japan
·	NESPRESSO	Luxury	Switzerland
	NETJETS	Aviation	USA

50-200 Alpha Order

ADVERTISER	CATEGORY	GLOBAL HQ
NEXTEL	Telecommunications	USA
NIKON	Electronics	Japan
NISSAN	Auto	Japan
NOKIA	Telecommunications	Finland
NOMURA GROUP	Financial	Japan
NYSE Euronext	Financial	USA
OCRA WORLDWIDE	Financial	Isle of Man
ODL SECURITIES LTD	Financial	UK
Oi	Telecommunications	Brazil
OMEGA	Luxury	Switzerland
ORACLE	Technology	USA
PATEK PHILIPPE	Luxury	Switzerland
PETROBRAS	Energy	Brazil
PETRONAS	Energy	Malaysia
PEUGEOT	Auto	France
PHILIPS MEDICAL SYSTEMS	Corporate	Netherlands
PICTET	Financial	Switzerland
PORTUGUESE TOURIST BOARD	Travel	Portugal
QATAR FINANCIAL CENTER	Financial	
QATAR FOUNDATION	Education/Training	Qatar Qatar
REPUBLIC OF BRAZIL	Economic Development	Rrazil
	Travel	214211
ROYAL BANK OF CANADA	Financial	Morocco
ROYAL BANK OF CANADA		Canada
ROYAL BANK OF SCOTLAND	Financial	Scotland
SAMSONITE	Luggage	USA
SAMSUNG	Electronics	Korea
SAP	Aviation	USA
SAUDI ARABIAN AIRLINES	Travel	Saudi Arabia
SC GLOBAL DEVELOPMENTS LTD.	Financial	Singapore
SHARP	Electronics	Japan
SHARP SOLAR	Energy	Japan
SIEMENS	Corporate	Germany
SINGAPORE AIRLINES	Travel	Singapore
SKYPE Technology	Luxembourg	
SOCIETE GENERALE	Financial	France
SONY Electronics	Japan	
STANDARD CHARTERED BANK	Financial	Hong Kong
STARWOOD	Travel	USA
SUBARU	Auto	Japan
SWATCH GROUPE	Luxury	Switzerland
TAG HEUER	Luxury	Switzerland
TAM AIRLINES	Travel	Brazil
THAI AIRWAYS	Travel	Thailand
THE PROFITABLE GROUP	Financial	Singapore
TIM (Telecom Italia Mobile)	Telecommunications	Italy
TOTALEnergy	France	
TRADE PROMO.ORGANIZ.IRAN	Economic Development	Iran
TURKEY DEVELOPMENT	Economic Development	Turkey
TUSCANY TOURISM	Travel	Italy
UNIBANCO	Financial	Brazil
VECTOR VEST	Financial	USA
VEOLIA ENVIRONNEMENT	Corporate	France
VISA Financial	USA	
VIVARA	Luxury	Brazil
WATERMAN-Sanford Ecritures	Luxury	France
7AVED CUTUDE ENERCY	Engran	Abu Dhobi

Energy

Abu Dhabi

50-200 Alpha Order

ZAYED FUTURE ENERGY

Airlines

ADVERTISER	GLOBAL HQ
AIR ASIA AIRLINES	Malaysia
AIR FRANCE KLM	France
ASIANA AIRLINES	South Korea
BRITISH AIRWAYS	UK
CATHAY PACIFIC AIRLINES	Hong Kong
EMIRATES AIRLINES	Dubai
ETIHAD AIRWAYS	Abu Dhabi
FINNAIR AIRLINES	Finland
GARUDA INDONESIA AIRLINES	Indonesia
KOREAN AIR	Korea
QATAR AIRWAYS	Qatar
ROYAL AIR MAROC	Morocco
SAUDI ARABIAN AIRLINES	Saudi Arabia
SINGAPORE AIRLINES	Singapore
SKYTEAM	Netherlands
TAM AIRLINES	Brazil
THAI AIRWAYS	Thailand
TURKISH AIRLINES	Turkey
VIETNAM AIRLINES	Vietnam

TRAVEL

Hotels & Resorts

ADVERTISER	GLOBAL HQ
ACCOR	France
BANYAN TREE HOTELS & RESORTS	Singapore
FOUR SEASONS HOTELS & RESORTS	Canada
HILTON INTERNATIONAL	USA
HYATT	USA
INTER CONTINENTAL HOTELS	UK
MANDARIN HOTELS & RESORTS	Hong Kong
MARRIOTT HOTELS	USA
SHANGRI-LA HOTELS & RESORTS	Hong Kong
STARWOOD	USA

Tourist Boards

ADVERTISER	GLOBAL HQ
ABU DHABI TOURISM AUTHORI	Abu Dhabi
ALGERIA TOURISM OFFICE	Algeria
AUSTRIAN TOURIST BOARD	Austria
AZERBAIJAN TOURIST OFFICE	Azerbaijan
CUBA TOURIST OFFICE	Cuba
CYPRUS TOURIST BOARD	Cyprus
EGYPTIAN TOURIST AUTHORITY	Egypt
GREEK TOURIST BOARD	Greece
HONG KONG TOURIST BOARD	Hong Kong
INDIAN TOURIST BOARD	India
KENYAN TOURIST BOARD	Kenya
MACEDONIA TOURIST BOARD	Macedonia
MALAYSIAN TOURIST BOARD	Malaysia
MALTESE TOURIST BOARD	Malta
MONTENEGRO TOURISM	Montenegro
MOROCCAN TOURIST BOARD	Morocco
PORTUGUESE TOURIST BOARD	Portugal
ROMANIAN TOURIST BOARD	Romania
SOUTH AFRICAN TOURIST BOARD	South Africa
TUSCANY TOURISM	Italy

FINANCIAL

ADVERTISER	GLOBAL HQ
ALLIANZ GROUP	Germany
AMUNDI ASSET MANAGEMENT	France
ARTOC GROUP	Egypt
BANCO DO BRASIL	Brazil
BANCO REAL	Brazil
BANK NY MELLON ASSET MGMT	USA
BANK OF AMERICA	USA
BANK OF SINGAPORE	Singapore
BANK OF TDW & BGL	Luxembourg
BANK PHB	Nigeria
BARCLAYS GROUP	UK
BNP PARIBAS	France
BRADESCO BANK	Brazil
CAIXA BANK	Brazil
CME GROUP- CHICAGO MERCANTILE EXCHANGE	USA
CMSFOREX	USA
CREDIT AGRICOLE	France
CREDIT SUISSE GROUP	Switzerland
DEUTSCHE BANK	Germany
DUBAI INT'L FINANCE CENTER	Dubai
FOREX CAPITAL MARKETS	USA
FX PRO	Cyprus
GRUPO SANTANDER	Spain
HSBC	UK
IG MARKETS	Singapore
ING PRIVATE BANKING	Netherlands
INTERACTIVE BROKERS	USA
ITAU PRIVATE BANK	Brazil
LOMBARD ODIER DARIER HENTSCH	Switzerland
MIFC- MALAYSIA INT'L ISLAMIC FINANCIAL CENTRE	Malaysia
MIZUHO CORP BANK	Japan
MSIG- MITSUI SUMITOMO INSURANCE GROUP	Japan
NATIXIS	France
NOMURA GROUP	Japan
NYSE Euronext	USA
OCRA WORLDWIDE	Isle of Man
ODL SECURITIES LTD	isic of Mail
OSK INVESTMENT BANK	Malaysia
PICTET	Switzerland
PRUDENTIAL	USA
QATAR FINANCIAL CENTER	Qatar
RBS—ROYAL BANK OF SCOTLAND	Scotland
ROYAL BANK OF CANADA	Canada
SC GLOBAL DEVELOPMENTS LTD. SOCIETE GENERALE	Singapore France
STANDARD CHARTERED BANK	
	Hong Kong
THE PROFITABLE GROUP	Singapore USA
THOMSON REUTERS	
UNIBANCO	Brazil
VECTOR VEST	USA
VISA	USA
ZENITH BANK	Nigeria
ZURICH	Switzerland

ADVERTISER	CATEGORY	GLOBAL HQ
BLANCPAIN	Watches	Switzerland
BOTTEGA VENETA	Leather	Italy
BREGUET	Watches	Switzerland
BREITLING	Watches	Switzerland
CARTIER	Jewelry	France
CHANEL	Fashion	France
CHRISTIAN DIOR	Fashion	France
GRAFF	Jewelry	UK
GUCCI	Fashion	Italy
H STERN JEWELERS	Jewelry	Brazil
HEDIARD PARIS	Foods	France
HUBLOT	Watches	Switzerland
HUGO BOSS	Fashion	Germany
LONGINES	Watches	Switzerland
LOUIS VUITTON	Fashion	France
NESPRESSO	Coffee	Switzerland
OMEGA	Watches	Switzerland
PANERAI	Watches	Italy
PATEK PHILIPPE	Watches	Switzerland
POLO RALPH LAUREN	Fashion	USA
RADO	Watches	Switzerland
ROLEX	Watches	Switzerland
SWATCH GROUPE	Watches	Switzerland
TAG HEUER	Watches	Switzerland
VIVARA	Jewelry	Brazil
WATERMAN- SANFORD ECRITURES	Fine Writing	France

LUXURY

ADVERTISER	GLOBAL HQ
BAHRAIN ECONOMIC DEVELOPMENT BOARD	Bahrain
GEORGIA ECONOMIC DEVELOPMENT	Georgia
INVEST MACEDONIA	Macedonia
KAZAKHSTAN DEVELOPMENT	Kazakhstan
MALAYSIAN MINISTRY OF INT'L TRADE & INDUSTRY	Malaysia
MICHIGAN ECONOMIC DEV.CORPORATION	US
MUBADALA DEVELOPMENT COMPANY	Abu Dhabi
ONTARIO CANADA ECONOMIC DEVELOPMENT	Canada
TRADE PROMOTION ORGANIZATION OF IRAN	Iran
TURKEY DEVELOPMENT	Turkey

ECONOMIC DEVELOPMENT

ENERGY

ADVERTISER	GLOBAL HQ
EXXON MOBIL	USA
SHELL PETROLEUM	Netherlands
CHEVRON	USA
SUZLON ENERGY	India
SHARP SOLAR	Japan
TOTAL	France
ENEL	Italy
PETROBRAX	Brazil
GDF SUEZ	France
ZAYED FUTURE ENERGY	Abu Dhabi
CALTEX	US
PETRONAS	Malaysia
EDF	France
VEOLIA ENVIRONNEMENT	France

Top Cross-Border Advertisers by Origin

NORTH AMERICA

ADVERTISER	CATEGORY	GLOBAL HQ
FOUR SEASONS HOTELS	Travel	Canada
ROYAL BANK OF CANADA	Financial	Canada
CUBA TOURIST OFFICE	Travel	Cuba
20TH CENTURY FOX	Entertainment	USA
ACCENTURE	Corporate	USA
APPLE	Technology	USA
BANK NY MELLON ASSET MGMT	「Financial	USA
BANK OF AMERICA	Financial	USA
BOSTON MEDICAL GROUP	Education/Training	USA
CALTEX	Energy	USA
CHEVROLET	Auto	USA
CHEVRON	Energy	USA
CHEVRON PHILIPS CHEMICAL	Corporate	USA
CME- CHICAGO MERCANTILE	Corporate	0.011
EXCHANGE	Financial	USA
COLUMBIA PICTURES	Entertainment	USA
DELL	Technology	USA
DHI.		USA
	Delivery	
EINSTEIN MEDICAL CENTER	Education/Training	USA
ELECTRONIC ARTS	Video Games	USA
EMERSON	Corporate	USA
EXXON MOBIL	Energy	USA
FEDEX	Delivery	USA
FOOT LOCKER	Retail	USA
FORD	Auto	USA
FOREX CAPITAL MARKETS	Financial	USA
GE	Corporate	USA
GUTHY RENKER	Direct Response	USA
HEWLETT PACKARD	Technology	USA
HILTON INTERNATIONAL	Travel	USA
HYATT	Travel	USA
IBM	Technology	USA
INTEL	Technology	USA
INTERACTIVE BROKERS	Financial	USA
MARRIOTT HOTELS	Travel	USA
MARRIOTT HOTELS	Travel	USA
MICHIGAN ECONOMIC		
DEV.CORPORATION	Travel	USA
MOBIL I	Auo	USA
NEXTEL	Telecommunications	USA
NYSE Euronext	Financial	USA
ORACLE	Technology	USA
POLO RALPH LAUREN	Luxury	USA
PRUDENTIAL	Financial	USA
SAMSONITE		USA
	Luggage	USA
SONY MUSIC	Entertainment	
STARWOOD	Travel	USA
STARWOOD THOMSON DELITEDS	Travel	USA
THOMSON REUTERS	Financial	USA
TITLEIST	Sports Equipment	USA
VECTOR VEST	Financial	USA
VISA	Financial	USA
WARNER BROS.	Entertainment	USA

ADVERTISER	CATEGORY	GLOBAL HQ
CATHAY PACIFIC AIRLINES	Travel	Hong Kong
MANDARIN HOTELS & RESORTS	Travel	Hong Kong
SHANGRI-LA HOTELS & RESORTS	Travel	Hong Kong
STANDARD CHARTERED BANK	Financial	Hong Kong
INDIAN TOURIST BOARD	Travel	India
SUZLON ENERGY	Energy	India
GARUDA INDONESIA AIRLINES	Travel	Indonesia
AEON CO.LTD	Retail	Japan
CANON	Electronics	Japan
FUJIFILM	Electronics	Japan
HONDA	Auto	Japan
LEXUS	Auto	Japan
MITSUBISHI ELECTRIC	Corporate	Japan
MIZUHO CORP BANK	Financial	Japan
MSIG- MITSUI SUMITOMO) F
INSURANCE GROUP	Financial	Japan
NEC SROUT	Electronics	Japan
NIKON	Electronics	Japan
NISSAN	Auto	Japan
NOMURA GROUP	Financial	Japan
PANASONIC	Electronics	Japan Japan
SHARP	Electronics	
SHARP SOLAR		Japan
SONY	Energy Electronics	Japan
		Japan
SUBARU	Auto	Japan
SUZUKI	Auto	Japan
TOYOTA	Auto	Japan
AIR ASIA AIRLINES	Travel	Malaysia
MALAYSIAN TOURIST BOARD	Travel	Malaysia
MIFC- MALAYSIA INT'L ISLAMIC	Tr. 1	3.6.1
FINANCIAL CENTRE	Financial	Malaysia
OSK INVESTMENT BANK	Financial	Malaysia
PETRONAS	Energy	Malaysia
BANK OF SINGAPORE	Financial	Singapore
BANYAN TREE HOTELS	m 1	g:
& RESORTS	Travel	Singapore
BANYAN TREE HOTELS	1	a.
& RESORTS	Travel	Singapore
DATACRAFT ASIA	Technology	Singapore
IG MARKETS	Financial	Singapore
PEARLIE WHITE	FMCG	Singapore
SC GLOBAL		
DEVELOPMENTS LTD.	Financial	Singapore
SINGAPORE AIRLINES	Travel	Singapore
THE PROFITABLE GROUP	Financial	Singapore
ASIANA AIRLINES	Travel	South Korea
Hyundai HYUNDAI	Auto	South Korea
KIA MOTORS	Auto	South Korea
KOREAN AIR	Travel	South Korea
LG	Electronics	South Korea
SAMSUNG	Electronics	South Korea
THAI AIRWAYS	Travel	Thailand

ASIA

Top Cross-Border Advertisers by Origin EUROPE

ADVERTISER	CATEGORY	GLOBAL HQ
AUSTRIAN TOURIST BOARD	Travel	Austria
CYPRUS TOURIST BOARD	Travel	Cyprus
FX PRO	Financial	Cyprus
FINNAIR AIRLINES	Travel	Finland
ACCOR	Travel	France
AIR FRANCE KLM	Travel	France
AMUNDI ASSET MANAGEMENT	Financial	France
BNP PARIBAS	Financial	France
CARTIER	Luxury	France
CHANEL	Luxury	France
CHRISTIAN DIOR	Luxury	France
CITROEN	Auto	France
CREDIT AGRICOLE	Financial	France
EDF	Energy	France
GDF SUEZ	Energy	France
HEDIARD PARIS	Luxury	France
LOUIS VUITTON	Luxury	France
NATIXIS	Financial	France
PEUGEOT	Auto	France
RENAULT AUTOMOBILES	Auto	France
SOCIETE GENERALE	Financial	France
TOTAL	Corporate	France
VEOLIA ENVIRONNEMENT	Corporate	France
Waterman-SANFORD ECRITURES	-	France
ADIDAS	Apparel	Germany
ALLIANZ GROUP	Financial	Germany
AUDI	Auto	German
BMW	Auto	Germany
DEUTSCHE BANK	Financial	Germany
HUGO BOSS	Luxury	Germany
MERCEDES BENZ	Auto	Germany
SIEMENS	Corporate	Germany
VOLKSWAGEN	Auto	Germany
GREEK TOURIST BOARD	Travel	Greece
OCRA WORLDWIDE	Financial	Isle of Man
ENEL	Energy	Italy
FIAT	Auto	Italy
GUCCI	Luxury	Italy
IVECO	Auto	Italy
PANERAI	Luxury	Italy
TIM (Telecom Italia Mobile)	Tele-	Italy
(communication	
TUSCANY TOURISM	Travel	Italy

ADVERTISER	CATEGORY	GLOBAL HQ
BANK OF TDW & BGL	Financial	Luxembourg
SKYPE	Technology	Luxembourg
INVEST MACEDONIA	Economic Development	Macedonia
MACEDONIA TOURIST BOARD	Travel	Macedonia
MALTESE TOURIST BOARD	Travel	Malta
MONTENEGRO TOURISM	Travel	Montenegro
ING PRIVATE BANKING	Financial	Netherlands
PHILIPS MEDICAL SYSTEMS	Corporate	Netherlands
PHILIPS	Corporate	Netherlands
SHELL PETROLEUM	Energy	Netherlands
SKYTEAM	Travel	Netherlands
PORTUGUESE TOURIST BOARD	Travel	Portugal
ROMANIAN TOURIST BOARD	Travel	Romania
ROYAL BANK OF SCOTLAND	Financial	Scotland
GRUPO SANTANDER	Financial	Spain
VOLVO	Auto	Sweden
BLANCPAIN	Luxury	Switzerland
BREGUET	Luxury	Switzerland
BREITLING	Luxury	Switzerland
CREDIT SUISSE GROUP	Financial	Switzerland
HUBLOT	Luxury	Switzerland
LOMBARD ODIER		
DARIER HENTSCH	Financial	Switzerland
LONGINES	Luxury	Switzerland
NESPRESSO	Luxury	Switzerland
OMEGA	Luxury	Switzerland
PATEK PHILIPPE	Luxury	Switzerland
PICTET	Financial	Switzerland
RADO	Luxury	Switzerland
ROLEX	Luxury	Switzerland
SWATCH GROUPE	Luxury	Switzerland
TAG HEUER	Luxury	Switzerland
ZURICH	Financial	Switzerland
TURKISH AIRLINES	Travel	Turkey
BARCLAYS GROUP	Financial	UK
CASTROL	Auto	UK
FULLTILTPOKER	Gaming	UK
GRAFF	Luxury	UK
HSBC	Financial	UK
INTER CONTINENTAL HOTELS	Travel	UK

ADVERTISER	CATEGORY	GLOBAL HQ
BANCO DO BRASIL	Financial	Brazil
BANCO REAL	Financial	Brazil
BOHEMIA	Beer	Brazil
BRADESCO BANK	Financial	Brazil
CAIXA BANK	Financial	Brazil
GRUPO AGRE	Real Estate Development	Brazil
H STERN JEWELERS	Luxury	Brazil
HAVAIANAS	Apparel/Footware	Brazil
ITAU PRIVATE BANK	Financial	Brazil
NATURA	Cosmetics	Brazil
OI	Telecommunications	Brazil
PETROBRAS	Energy	Brazil
TAM AIRLINES	Travel	Brazil
UNIBANCO	Financial	Brazil
VIVARA	Luxury	Brazil
VIVO	Telecommunications	Brazil
CLARO- DIV. AMÉRICA MÓVIL	Telecommunications	Mexico

SOUTH **AMERICA**

ADVERTISER	CATEGORY	GLOBAL HQ
ABU DHABI TOURISM		
AUTHORITY	Travel	Abu Dhabi
ETIHAD AIRWAYS	Travel	Abu Dhabi
MUBADALA DEVELOPMENT		
COMPANY	Economic Development	Abu Dhabi
ZAYED FUTURE ENERGY	Energy	Abu Dhabi
ALGERIA TOURISM OFFICE	Travel	Algeria
BAHRAIN ECONOMIC		
DEVELOPMENT BOARD	Economic Development	Bahrain
DUBAI INT.FINANCE CENTER	Financial	Dubai
EMIRATES AIRLINES	Travel	Dubai
GAC GROUP	Shipping	Dubai
ARTOC GROUP	Financial	Egypt
EGYPTIAN TOURIST		
AUTHORITY	Travel	Egypt
KENYAN TOURIST BOARD	Travel	Kenya
MOROCCAN TOURIST BOARD	Travel	Morocco
ROYAL AIR MAROC	Travel	Morocco
BANK PHB	Financial	Nigeria
ZENITH BANK	Financial	Nigeria
ASPIRE SPORT ACADEMY	Education/Training	Qatar
QATAR AIRWAYS	Travel	Qatar
QATAR FINANCIAL CENTER	Financial	Qatar
QATAR FOUNDATION	Education/Training	Qatar
SAUDI ARABIAN AIRLINES	Travel	Saudi Arabia
SOUTH AFRICAN		
TOURIST BOARD	Travel	South Africa

MIDDLE EAST **AFRICA**

	ADVERTISER	CATEGORY	GLOBAL HQ
Ī		Travel	Azerbaijan
	GEORGIA DEVELOPMENT DEPT.	Economic Development	Georgia
	TRADE PROMOTION		
	ORGANIZATION OF IRAN	Economic Development	Iran
-	KAZAKHSTAN DEVELOPMENT	Economic Development	Kazakhstan
	TURKEY DEVELOPMENT	Economic Development	Turkey

EURASIA

A Look at Fast Growth Markets

BRAZIL

Which Multinationals Are Advertising in Brazil?

Campaigns Placed from Outside of Brazil for the Brazilian Market

ADVERTISER	CATEGORY
Audi	Auto
BMW	Auto
Buick	Auto
Cadillac	Auto
Chevrolet	Auto
Citreon	Auto
Fiat	Auto
Ford	Auto
Honda	Auto
Hyundai	Auto
Kia	Auto
Mercedes Benz	Auto
Nissan	Auto
Peugeot	Auto
Renault	Auto
Toyota	Auto
Volkswagen	Auto
GE	Corporate
Mitsubishi	Corporate
Siemens	Corporate
LG	Electronics
Samsung	Electronics
Sony	Electronics
Shell	Energy
Bank of America	Financial
Credit Suisse	Financial
Group Santander	Financial
HSBC	Financial
Visa	Financial
Loius Vuitton	Luxury
Rolex	Luxury
Apple	Technology
Dell	Technology
НР	Technology
IBM	Technology
Intel	Technology
Emirates Air	Travel
Portuguese Tourist Board	Travel

CHINA

Which Multinationals Are Advertising in China?

Campaigns Placed from Outside of China for the Chinese Market

ADVERTISER	CATEGORY
udi	Auto
MW	Auto
Ford	Auto
Honda	Auto
Hyundai	Auto
Lexus	Auto
Mercedes Benz	Auto
Nissan	Auto
Toyota	Auto
Volkswagen	Auto
Accenture	Corporate
GE	Corporate
Mitsubishi	Corporate
Philips Medical Systems	Corporate
Siemens	Corporate
Fedex	Delivery
LG	Electronics
Samsung	Electronics
Sony	Electronics
CME- Chicago Mercantile Exchange	Financial
Credit Suisse	Financial
Deustsche Bank	Financial
HSBC	Financial
Blancpain	Luxury
Breitling	Luxury
Brequet	Luxury
Cartier	Luxury
Chanel	Luxury
OHL	Luxury
Hublot	Luxury
Longines	Luxury
Louis Vuitton	Luxury
Omega	Luxury
Panerai	Luxury
Rolex	Luxury
Tag Heuer	Luxury
Dell	Technology
НР	Technology
IBM	Technology
Emirates Air	Travel
Singapore Airlines	Travel

ADVERTISER	CATEGORY
Audi	Auto
Honda	Auto
Toyota	Auto
Volkswagen	Auto
Citibank	Financial
Visa	Financial
Dell	Technology
IBM	Technology
Nokia	Telecommunications
Emirates Air	Travel
Hong Kong Tourism	Travel

INDIA

Which Multinationals Are Advertising in India?

Campaigns Placed from Outside of India for the Indian Market

emerging markets...

NII actually present far more interesting companies and their clients to generate

China and India have long been media darlings, with journalists and investors alike waxing lyrical about the growth potential of these markets. Much less column space or investor attention is being given to the so-called "NII", a term coined by investment bank Goldman Sachs for Bangladesh, Egypt, Indonesia, Iran, South Korea, Mexico, Nigeria, Pakistan, the Philippines, Turkey and Vietnam. However, I believe the NII actually present far more interesting opportunities for media companies and their clients to generate the biggest returns. For smart global brands, it is pretty much taken for granted that they have a strong presence in China and India. But the markets that keep them awake at night and preoccupy the lion's share of their planning time are these next wave, emerging markets.

your lack of
grassroots knowledge
will soon damage
your relationship with
the client

Many of our savviest media spenders, for instance, are spending a disproportionate amount of time thinking about Vietnam, Pakistan, Nigeria, Bangladesh,

Indonesia and the Philippines, because they know these markets will fuel a huge amount of company growth in5-10 years time. That's why when we speak to prospective global clients, they always want to talk about our presence in these markets, probing our network to find out what resources we have there.

I'm a firm believer that, in order to service a client properly in these markets, media agencies have to be in the market themselves, as well as part of a global network. If you try and pull the wool over clients' eyes by saying that you're in Vietnam, but you

opportunities for media the biggest returns.

actually run the operation out of Bangkok, that shows a massive lack of commitment. And you'll soon be found out; major global clients know their way around these territories and your lack of grassroots knowledge will soon damage your relationship with the client. Agencies must be honest with clients and partners about the skills and resources they actually have on the ground.

Media agencies should spend a lot of time and thought cherry picking talent that matches the NII location, but typically there has been a lack of investment by the industry in general on this front. We've learnt that it's essential to have a "network minded" person in place in an emerging market too. What I mean by this is someone who is good at keeping up with colleagues across borders, sharing information and tapping the network for extra brainpower.

Increasingly our managers with Asian experience are finding their careers fast-tracked to the top of the ladder. Certainly, since I've been back in London over the last three years running the PHD Network, my Asian knowledge has proved an invaluable asset and I'm using contacts more and more as the markets become a larger wedge of our global revenue.

keeping up with colleagues across borders, sharing information



Mke Cooper Mike Cooper started working in advertising at Saatchi & Saatchi in London in 1984. He joined the media department and was transferred to the

Hong Kong office as Media Director in 1989. The following year he became Regional Media Director and in 1991 he became the CEO for Saatchi in Hong Kong and in 1993 was put in charge of North Asia. In 1995, he joined CNBC Asia in charge of sales, distribution and marketing. Two years later, he joined Omnicom as CEO for OMD Asia Pacific.

OMD grew to 26 offices across the region and is today the number two media specialist in the region. It is the most awarded media agency in the APAC and has been Media Magazine's Media Agency of the Year four times in nine years. In 2005, he launched PHD across the Asia Pacific region. Mike was also put in charge of setting up OMD's global Account Management program in 2002. In 2006, Mike was awarded as Regional Agency Head of the Year for Asia by Media Magazine.

In 2007, he became responsible for Omnicom's other global media network, PHD where he is WW CEO. PHD has 70 offices worldwide and over 2,500 staff. Key accounts include Mercedes, Unilever, HP, Siemens, HBO, Canon, Discovery Channel, Hyatt, Elizabeth Arden, Starbucks and Cadbury. PHD is one of the world's fastest growing and most awarded media agencies and is known for pioneering work in the areas of content and planning. It also recently published a book; 2014, PHD on the future of the media agency.

PHD was voted Media Magazine's Agency of the Year in Asia at the end of 2009, the UK office was awarded runner-up Media Agency of the Year by both Campaign and Marketing and in the USA PHD won Media Plan of the Year from Adweek.

In early 2010, PHD was awarded the Unilever business in China, Taiwan and Hong Kong (worth around US\$350 million) as well as the digital business in India. This is in addition to the CEE business and takes PHD's global share of the business to around 20%.

Mike is based in London but travels extensively.

Making Sense of Cannes 2010

The Cannes Ad Festival can be sprawling, overwhelming, exhausting, exhilarating and sometimes just plain confusing. Thenetworkone's Julian Boulding makes sense of it by looking at facts, winning patterns and also by adding a fair dose of personal opinion. Essentially, he believes that "Cannes is like the Oscars—a key annual barometer of industry and social trends."

> By Julian Boulding, President of thenetworkone

THE MAJORTREND IN 2010

The big prizes at Cannes are the Grand Prix, awarded for the campaigns most admired by the judges. If no work is good enough in a category, no Grand Prix is awarded. (There was no Grand Prix for radio this year, for example).

So which campaigns won...and what pattern do we see?

Of thirteen Grand Prix awarded ONLY THREE WERE FOR ADVERTISEMENTS, OR ADVERTISING CAMPAIGNS.

These were:

- Wieden and Kennedy, for Old Spice
- · Anomaly New York, for Diesel
- AMV BBDO London, for the Metropolitan Police

Advertising is very vibrant. Advertisements are in decline. Advertisina and PR are now one and the

same thing. THE OTHER TEN WERE FOR PR / EVENT / EXPERIENTIAL IDEAS AND PLATFORMS.

These were:

- Wieden and Kennedy for Nike (the Livestrong chalkbot) two Grand Prix
- TBWA Chiat Day for Gatorade (replay of a historic football game) also two Grand Prix
- Happiness Brussels for Toyota (the iQ font designed by a car)
- Saatchi Argentina for Cerveza Andes (the teletransporter)
- Orcan Broadband by Special Group New Zealand (the Iggy Pop remix)
- Almap BBDO for Billboard (the faces on the cover)
- DDB Stockholm for VW (the fun theory)
- Leo Burnett for Canon EOS (the photochains)

After years of talking about the growing effect of the internet, our industry has finally woken up and noticed the effect: the move from "sticky content" (look at me) to "slippery content" (share me with others). Advertising is very vibrant. Advertisements are in decline. Advertising and PR are now one and the same thing.

THE BIG INSIGHT

Every now and again at Cannes, you hear an insight which almost doesn't get noticed, because it's so obvious to the person making the comment, that they don't make a big deal out of it.

One speaker I always go to hear is Jimmy Maymann of Go Viral. His company tracks (and influences) the way consumers use the internet: where they come from, how they behave, how long they spend on sites, how they share content, what they respond to, when, how and where they buy. He deals in observation and measurement, not only opinion.

Jimmy said "we've found that product advertising is most successful when it also talks about the company behind the product".

Think about this a moment. Where did "the brand" go in this equation?

Now test it against some companies you know, where products and features are rather important. Take mobile handsets. How much do people know about Apple as a company? (a lot: who founded it, who runs it, what it's like to work for...). How much do you know about Nokia as a company? Does anyone know who runs it, beyond a few industry insiders? Or what

Think about this a moment. Where did the brand go in this equation? their offices are like? And who is doing better these days...Apple or Nokia? Now repeat the exercise with Google and Yahoo, or Virgin Atlantic and American Airlines.

I think Jimmy's onto something here, and he's not alone. Procter & Gamble, the smartest marketers on the planet, just launched their first ever corporate company campaign in the US (P&G supports moms, basically). And yes, they measure its effect, and yes, it's positive on sales and net promoter scores.

Every marketing company wants to think about this. The reason is not hard to see. Today, information is available and people discuss what they know in public forums. They have little tolerance for spin or greenwashing. They want the truth, genuineness and authenticity.

A brand, as we all know, is an artificial construct, created and controlled by unseen hands.

Artificial doesn't cut it anymore. A company is a real entity. a group of people, a legal entity, with offices, factories and employees.

In the 2010's, companies will become more important than brands. You heard it here first.

That doesn't mean brands are dead. Marc Pritchard, CMO of P&G, gave an eloquent description of how his brands are each based on a specific purpose which guides all their activity, from TV advertising to social programs. Vicks supports research into respiratory diseases; Tide drives mobile Laundromats into disaster areas, like New Orleans after Hurricane Katrina. But they all start from P&G's corporate purpose, to improve the lives of the world's consumers.

Joe Tripodi, CMO of Coca Cola, talked about how his company is spreading happiness around the world. Keith Weed, CMO of Unilever, believes that multinational corporations are better placed than governments to solve world problems like global warming, because they have a broader perspective than narrow national interests. That might be stretching a point, but the theme is clear: big companies are back.

THEWORLD OF AGENCIES

Sir Martin Sorrell of WPP said at Cannes: "I think there are pitfalls in size. Our business, with the exception of media buying, does not lend itself to economies of scale...the perception among clients is that the bigger something gets, the worse it gets".

And for sure, the independent agencies performed very creditably at Cannes this year, compared to the rich networks whose

budgets stretch more easily to entering awards. Of the Grand Prix awarded, seven went to network agencies and six to independents:

- 5 went to Omnicom agencies (well done BBDO, DDB and TBWA)
- 2 went to Publicis Groupe agencies (Leo Burnett and Saatchi)
- 2 went to Wieden & Kennedy, a privately owned micro-network
- I went to Crispin Porter Bogusky, a standalone agency belonging to Canadianowned MDC
- 3 went to other independents (well done Happiness Brussels, Anomaly New York and Special Group New Zealand).

And interestingly, 4 out of 5 of Omnicom's Grand Prix's went to agencies which still keep their former names and character: one each to Almap BBDO in Brazil and Abbott Mead Vickers BBDO in London, and two to TBWA Chiat Day in California.

Perhaps Sir Martin is right, and smaller is more beautiful...

Aside from the prizes, there was much discussion about crowdsourcing. Keith Weed of Unilever advocates it, though he's not about to dispense with his agencies altogether. Nokia showed their most successful TV commercial called "Foosball"--(see it at http://www.youtube.com/ watch?v=94fhZRu92YI), and revealed it was an unsolicited idea from a freelancer, rather than Wieden & Kennedy.

Michael Roth, Chairman of Interpublic Group (which owns McCann, Draft FCB, Lowe, etc) commented: "Because digital agencies are mainly project based, they are better collaborators."

Now that's interesting.

As communications fragments, clients have to employ multiple agencies (or move work in-house). Open source becomes the mantra. The future belongs to the collaborators.

Is the future of agencies project based? It's not such a dumb idea. The movie industry always was, and that seems rather healthier than the advertising agency business these days.

A FINAL NOTE: THE MOST AMAZING THING IN THE **WHOLE SHOW**

OK, this didn't win any awards, and probably wasn't even entered. But here goes. The other great seminar presenter (after Jimmy Maymann) is Akira Kagami of Dentsu. If you ever see him on a program, book a ticket. He's a quietly spoken man but he finds the

most interesting work you'll ever see, mostly

This year he focused on Japan and showed a film about Hatsune Miku. You haven't heard of her? She's the biggest teenage pop star in Japan right now. More than 20,000 people have written songs for her and she has performed them all.

She is actually Vocaloid, based on a manga character and created by Crypton Future Media. OK, voice synthesis isn't new...but this one gives live concerts. Check out http://www.voutube.com/watch?v=dgifpoIA 054&feature=related and a hundred other variants, or just google Hatsune Miku. If you're not awestruck and amazed, you've been in the business too long.

SOME FACTS AND FIGURES

Here are a few soundbite statistics that will liven up any conference presentation you may be asked to make:

In the USA, online video reaches an audience of 170 million people. The biggest network television station, ABC, reaches only 100 million.

USA is still the biggest advertising market, by far: US adspend in 2009 was \$180 billion. By comparison, Japan was \$42 billion, China \$39 billion, UK and Germany around \$25 billion each. So US ad spend is almost 50% higher than the next four countries combined.

China is where the action is, in terms of internet. 400 million "netizens", 221 million bloggers, 176 million people registered on social networks. Compared to India where only 40 million people have internet access at all

In mobile, Japan and Korea still lead the way. 40% of Koreans now use mobile phones for small payments. But India is coming up fast...there are more mobile phones than toilets. If they sort out the problem of multiple platforms, the same which slowed down the USA, mobile will be a major medium there very soon.

Everyone wants an app, but who actually uses them? The quick answer is iPhone users. The average (enabled) mobile phone user downloads 13 apps and uses 8. The average iPhone user downloads 25 apps and uses 15, 75% of mobile data traffic in UK is now via iPhones.

But if you are giving a conference presentation — do not say that if Facebook users were a nation, it would be the third largest in the world. It's true, but everyone who goes to conferences now knows this already.

taxi!

You've come a long way, babushka...

In 1988 when I moved to Moscow to start the first U.S.-U.S.S.R. joint venture advertising and public relations agency for Y&R and Burson-Marsteller in the old Soviet Union, Moscow was a grim and grey place. Last month I went back for only the second time since 1990 for the 42nd IAA World Congress. What a different place and experience!

The first big improvement I noticed is the new airport, Domodedovo. In the old days we flew PanAm into Sheremetyevo. It is still in use and I understand has been improved but in the late 80s it was dark and inefficient with a low hanging cloud of cigarette smoke. Immigration lines were long and customs inspections longer. Both were conducted by intimidating officials who clearly wanted to be doing something else.

Outside were a line of bent and battered Lada taxis waiting for a fare into the city. A good negotiator could get that ride for a couple of packs of Marlboros. The driver would smoke one pack and sell or trade the cigarettes from the other pack one at a time. Rubles had no value, and it was illegal to pay in hard currency. It was basically a barter economy. As one taxi driver told me in '89, "We pretend to work and they pretend to pay us."

GUM is the big expensive department store on Red Square, which used to a fruit/vegatable market, if you can believe it.



The new airport is bright, clean and works. It's filled with posters and digital billboards in multiple languages. The officials actually had a word of welcome. Outside there was a line of shiny taxis made in Europe, Japan and Korea. The ride to town now costs the equivalent of US\$60. The driver didn't smoke.

That was another major change I observed from the 8os. Then most people smoked strong Soviet cigarettes and most buildings smelled like an ashtray. Today you see a few smokers but not any more than you see in any major city in the U.S. Nor did I see any advertisements for cigarettes. State control does have some advantages.

The State needs more control over the traffic in Moscow. When we arrived to start the first agency, there were broad streets and boulevards with very little traffic. Most of the cars were Soviet built and black or grey. Left turns were not permitted. To go left you had to make three rights. Today those same wide streets are jammed with cars from many countries in many colors. Surprisingly, there are quite a number of exotic and luxury brands. In fact, there is a Ferrari dealership within shouting distance of the old KGB headquarters. Traffic crawls with little control or courtesy. Right of way is claimed by the bigger more expensive vehicle.

The slow drive from the airport in a maroon Peugeot gave me time to take in the biggest change of all in the cityscape ... color. In 1988 Moscow there was no color. No advertising, no retail window decoration, no colorful signage. Well, there certainly is now. Ladybird Johnson would be appalled. Big lighted billboards are everywhere, some digital. Posters on bus shelters. Posters on utility poles. Banners stretched across boulevards. Neon signs announce retail establishments, and bright display windows show what's for sale.

Y&R put up the first neon sign in Moscow on Pushkin Square in 1989 for Coca-Cola. We did it to help Coke support its biggest customer, McDonald's, which was opening its first restaurant in the U.S.S.R. It was a 700-seat establishment on Pushkin Square. The sign was a simple time-and-temperature indicator with a big red neon Coca-Cola logo atop an apartment building across the square from the Golden Arches. Not very exciting by Times Square standards, but it was the talk of the town back then. And, since the line to get in to the McDonald's was three hours long it made lots of impressions. As the taxi drove from the airport to the hotel, I wondered what blight we started with that first Coke sign.

Another difference I noticed through the taxi window was the people. Gone were the dour expressions, downcast eyes and plodding pace. The people I saw on the street this warm spring evening had their heads up and walked with purpose. They smiled at one another. They wore colorful, better clothes. They appeared happier, healthier, and dare I say, free.

It was a lot to take in after a long flight from Colorado. But as I got out of the taxi at the Ritz Carlton Hotel (another big change), I too was smiling. I was happy for these wonderfully resilient people who 20 years ago were so eager to learn about the ways of the West and so generous with what little they had. These enduring people who went from being serfs to peasants to comrades to consumers with a plethora of choices they could have never imagined in '88.

Kids born since the fall of the Berlin Wall do not know of the hardship of the old command economy where the average housewife stood in line three hours a day to buy a bar of soap or an orange. Then people had rubles but little to buy. Now for many the reverse is true. Like most places.

For me this taxi ride from the airport seemed to have started 22 years ago. Moscow is a very different city today and seemingly better for its citizens. Yes, it has the same problems found in big cities around the world, congestion, pollution, graffiti and more. But I'm pleased say, "You've come a long way, babushka!"



Gary Burandt
is Executive Director of
ICOM—International
Communications Agency
Network, Inc., one of the
world's largest networks of
independent advertising and
marketing communications

agencies—representing over 70 agencies in more than 50 countries. ICOM was founded in 1950 and is now headquartered in Rollinsville, Colorado in the US.

A native of Kansas City, Missouri in American's heartland, Gary started his career as an advertising manager at GE Plastics, reporting to Jack Welch. After his first client-side assignment, he turned to the agency side of the business, joining Marsteller Advertising in Chicago (which was later acquired by Young & Rubicam).

His next career move took him to Belgium where he was named Managing Director of Marsteller Advertising, Brussels. He developed integrated Pan-European advertising for clients Minolta, HP, IBM, Pioneer and DuPont. While in Europe, he also became responsible for merging a network of ad agencies in 8 European countries called Havas Conseil Marsteller, a French-American joint venture in Paris.

Gary returned to the US to serve as Worldwide Account Director for Young & Rubicam in New York with primary responsibility for global and integrated marketing communications for DuPont and UNISYS.

Twenty years ago, Gary Burandt became founder & CEO of Y&R/Sovero Moscow the first Soviet-American joint venture advertising agency in the Soviet Union. Helped clients like Colgate, Johnson & Johnson, AMOCO and Coca-Cola start up in this exciting new market. This venture also resulted in a booked titled, Moscow Meets Madison Avenue, The Adventures of the First American Adman in the USSR (HarperCollins 1992) with related appearances on Larry King, Charlie Rose Show and National Public Radio.

From his early adventures in Russia, Gary then moved to Asia to serve as President and CEO of Dentsu Young & Rubicam, a billion-dollar Japanese-American joint venture with 28 advertising agencies in 15 Asia/Pacific countries based in Singapore. International clients served regionally included Colgate-Palmolive, Pepsico, AT&T, Kraft, Miller, Disney, Mercedes-Benz, Toyota, Honda, Volvo, Sony, NEC, Ericsson, Clorox, Toshiba, Shell, Epson, Lufthansa and Remy Martin.

In 1998, he moved to ICOM and to Colorado.

China's Marketing Evolution... Could Use of Celebrities &

Mont do?

The latest wave of the China-focused En-Spire Quarterly Brand Survey has been released. The data not only provides some interesting answers about gauging success in marketing's biggest frontier, but also raises some provocative questions. For example, could use of local stars and smart employment of digital assets be more effective than relying on mass consumer media spending? Which brands are

We've seen marketers already invest in the social media space in China, but this year, it will really come of age. More and more marketers will need to treat social media as a viable marketing platform, not just something for a short term experiment.

Greg Paull, Principal at R3

best leveraging a broad range of media resources to greatest effectiveness in a country as massive as China?

The En-Spire study is conducted by media research firm CSM in conjunction with Beijing-based global marketing consultancy R3. Its primary goal is to learn how Chinese consumers engage with top brands. Launched in 2008, the study will continue every quarter through 2011 to accomplish a total of 18,000 interviews with consumers who range in age from 15 to 40 and reside in China's Top 10 cities.

Data has consistently shown that China Mobile, Nokia, Coca-Cola, Mengniu Dairy and

Nike score among the best known brands in China. Yet, according to Greg Paull, Principal at R₃, "What's more interesting about the study is about measuring and understanding the performance of these

Social Nets Bring More Results than Big Budgets?

Liu Xiang, Jay Chou, Yao Ming, Fahrenheit, Jackie Chan, Andy Lau, and Faye Wong have in common?

Tencent, Q-Zone, Baidu Zhidao, Baidu Tieba, Renren and Kaixinoo1 have in common?

TOP: All have achieved star status in China and are helping top brands become more effective. (See box at end of story for more details on the listed celebrities ... in case you're not yet familiar with all of these household names in China.)

BOTTOM: Whether bulletin boards, online forums, search engine platforms or social networking sites, all are at the forefront of local digital media options in China. (See box at end of story for some fast facts on each.)

Quick Facts on Top Chinese Brand Endorsers

World Record, a World Championship and an Olympic Championship. Also known as "China's Great Hope" at the Beijing Olympics Games, he unfortunately had to withdraw from the Games at the last minute due to a false start and problems with an undisclosed past injury. Nonetheless, he remains one of China's best known athletes with numerous successful endorsements.

Jay Chou is a classically-trained Taiwanese musician who was discovered in a talent contest over a decade ago. His first album, Jay, produced in 2000, sold over 175 million copies worldwide. He now is a 4-time winner of the World Music Award for composing songs that combine Chinese and Western styles for a pop audience. His work today extends beyond song-writing and composition into film acting and directing, as well as running his own record company—JVR Music.

Yao Ming is one of China's most famous athletes, and has been the country's wealthiest celebrity for the past 6 years. He plays professional basketball in the US for the Houston Rockets, and has been an NBA (National Basketball Association) All-Star. Yao is also the tallest player in the league at 7'6" tall. A native of Shanghai, he started his career playing for the Shanghai Sharks while just a teenager.

Fahrenheit is a wildly popular Taiwanese Boy Band that burst on the scene with a first album in 2006. They appeal most to

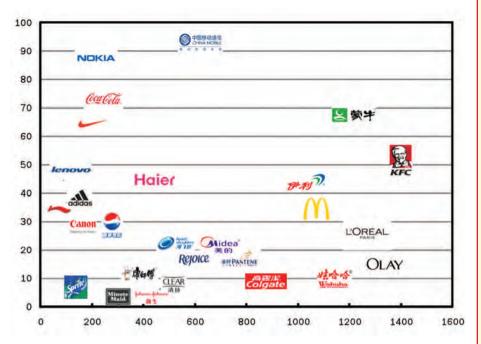


15-24 year olds. Coca Cola's awardwinning Chinese New Year campaign ("First Coke of the Year") featured the group. Playing on the concept of the Fahrenheit temperature scale, the four band members take on a different season or temperature that matches their personalities. Calvin Chen represents spring and warm at 77°F; Jiro Wang is summer or hot at 95°F; Wu Zun is autumn or cool at 59°F; Aaron Yan is winter or cold at 41°F.

Jackie Chan is a Hong Kong-born actor known best for both his skill at comedy as well as his abilities with the martial arts. Now in his mid 50's, he has appeared in over 100 movies and is one of the stars on Hollywood's Walk of Fame. Some may not know that he is also a singer in the world of CantoPop (Cantonese Popular Music) and MandoPop (Mandarin Popular Music). In addition to releasing a number of albums, he is also the voice behind the theme songs of many of his films.

Andy Lau is also Hong Kong-born and has been one of Hong Kong's most commercially-successful actors with a body of over 100 films spanning more than two decades. He is also an equally popular singer and is known as one of the "Four Heavenly Kings of CantoPop." (And for those who are keeping up with musical trivia, the other three include: Aaron Kwok, Jacky Cheung and Leon Lai.)

Faye Wong is originally from Beijing although her career began in Hong Kong in the late 1980's. She is an immensely popular singer/songwriter, actress and model. She earned the title of Best Selling CantoPop Female in 2000, but sings in both Mandarin and Cantonese and has released song in in Japanese and English (such as "Eyes on Me" from the film Final Fantasy VIII). Often found on the covers of fashion magazines, she is also a film and TV actress and a spokesperson for many brands throughout Asia.



A number of brands in the latest En-Spire Study have been able to reach higher levels of brand engagement with less spending on mass advertising. Nokia, Coca-Cola, Haier, and Lenovo have outperformed others by diversifying and leveraging other efficient media and tools.

brands' branding activities including their leverage of stars and athletes, Internet media, TV affinity programs and event sponsorship."

Sabrina Lee, Director of R3 China, agrees that more marketers in China now understand that spending wisely, rather than spending more, can affect success. (The only brand to rank among both the top-five TV advertisers and the top-five most engaged brands was local diary giant Mengniu.)

She adds, "The days are over where media budgets mean everything. Today's consumers are far more selective in their TV consumption, and brands need to activate the right passion points, not just push for mass exposure."



When measuring the engagement quality of top brands and their traditional media spending, we found that some marketers do a better job in terms the efficiency of their media investment. ?? Sabrina Lee, Director of

R₃ China

Quick Facts on Top Chinese Digital Brands

Tencent OO, founded in 1998 and popularly known as QQ, is China's largest and most popular free instant messaging service. The number of registered QQ Instant Messenger users reached 1.057 billion in September 2009. Tencent now offers Premium Memberships to QQ mobile, as well as Diamond Memberships to services like Ozone. Tencent's social networking site. Ozone allows members to blog, send photos, listen to music and keep diaries.

Baidu, Inc. is now a decade-old search engine for both Chinese and Japanese websites, images and audio files. The company was established by two Chinese nationals, Robin Li and Eric Xu, who studied and worked outside of China before returning home to start Baidu. Registered in the Cayman Islands, Baidu was the first Chinese company to be included the NASDAO-100 index.

Baidu Tieba is an online community connected with the search capabilities of Baidu, and as a result, is China's communication platform. Baidu Zhidao is another platform provided by search engine Baidu that is similar to Yahoo Answers.

The Renren Network or "everyone network" is a Chinese social networking site that is closest in concept to Facebook and is mostly popular among college students. Originally know as Xiaonei Network or "on-campus network," the company only changed its name to Renren last year and is run by the Qianxiang Group.

Kaixinoo1 or "Happy Net" is also a social networking website, ranked as the 13th most popular website in China. It was launched in 2008, and its success may be attributed to the "Great Firewall of China," or the blockage of foreign social networking websites like Facebook, Myspace, YouTube and Twitter that caused many Chinese to turn to domestic sites. (In May 2009, Kaixinoo1 sued the Qianxiang Group, the company that runs competitive social media site Renren, for unfair competition. The company had purchased the kaixin.com domain and launched a Kaixinoo1 clone.)







WorldMedia

(212) 244-5610 LE FIGARO · fr

One of the largest US-based international advertising rep firms —

CORRIERE DELLA SERA





FINANCIAL TIMES INVITES NEW YORK TO MEET THE EDITOR

Gillian Tett, The Financial Times' new US Managing Editor has been making some headlines of her own since the publication of Fool's Gold, her bestseller about J.P. Morgan and the financial crisis. She was feted by Editor Lionel Barber at the Hudson Terrace as part of her welcome to New York. (Photos of the some of the FT's best-known readers like Elle Macpherson and the Beatles also greeted the crowd.)

All photo identifications from left:

- 1 Gillian Tett, The Financial Times.
- 2 Brendan Banahan, Bank of America and Andrew Sollinger, The Financial Times.
- 3 Randy Melzi, Council of the Americas and John Moncure, The Financial Times.
- 4 Joanne Hvala, NYU-Stern and Russell Carter, The Financial Times.
- 5 Tim Hart, The Financial Times; Kimberlee Mertz, Barclay's and Gordon Kerr. The Financial Times.
- 6 Elissa Tomasetti, The Financial Times and Sebastian Mackinlay, HSM Americas.



GERMANY'S FOCUS MAGAZINE CELEBRATES CREATIVITY AT THE CLIO AWARDS

Focus, Germany's third-largest newsmagazine was created in 1993 for "the information elite" and heralded a new journalism for people short on time. Published by Munich-based, privately-held Hubert Burda Media, Focus uses an abundance of images and information graphics. To underscore the importance of a visual aspect to newsmagazines, the publication (along with its online newsportal and Focus TV) has been a long-time sponsor of the

The CLIOs are one of the oldest and largest international advertising award competitions. This year, the four-day festival moved from Miami Beach to New York's trendy Meat Packing District.

Sal Zammuto of BCN/Burda Community Network (pictured in the top photo with Kristin Garcia of the German State of Hessen's US Office for Economic Development) greeted guests on the rooftop of the Hotel Gansevoort on a perfect New York evening.



We make it simple to advertise in global markets — on premium online sites

THE TIMES

manager-magazin.de Business Standard SPIEGEL ONLINE





Providing a one-stop solution for many of the world's largest markets.









CHERRY BLOSSOMS COME TO NEW YORK

Cherry Blossoms Comes to New York, an Internationalist event in association with the Japanese Media Community-- The Asahi Shimbun, The Nikkei, Nikkei Business Publications and The Yomiuri Shimbunoffered guests an opportunity to learn more about the Japanese market, while enjoying sushi, sake and Love in Japan! That's Tim Love, the quest speaker and Vice Chairman of Omnicom Group and Chief Executive Officer of Omnicom's Asia Pacific India Middle East Africa/ APIMA operations.

All photo identifications from left:

- 1 Michael Lee, IAA; Naotaka Kawada, The Asahi Shimbun; Frederick Lee, Lee & Steel.
- Yasujuki lino, Tatsuya Kitamura, Hiroyuki Itani—all Nikkei Business Publications America.
- Owen Anderson, The Nikkei.
- 4 Chander Rai, Cross Border Media.
- Gloria Langham, Media & More.
- 6 Jennie Balk, Omnicom.
- Sarah Gottlieb, Publicitas with Christian Evans and Michael Linker—both Evans Alliance.
- Graeme Hutton, Universal McCann; Mandy Le, Magna Global and Laura Zampa, Universal McCann.
- 9 Alycia Hise and Alexandre Morch, A&A Group.
- 10 Yan Jiang, Pfizer and Carolina Jimenez-Garcia, Mindshare.
- 11 Keita Suzuki, The Yomiuri Shimbun.
- 12 Tim Love, Omnicom; Anne Haggerty; Don Gilbert, Gilbert & Co. 13 Adnan Brankovic and Neil Carty, both Initiative
- 14 Gary Wenzel, TBWA\WorldHealth.
- 15 Chris Traina, Chris Traina Communications and Mac Love, Sterling Brands.
- 16 Virginie Haemmerli, OMD and Tamim Bteddini, BE International.
- 17 Conover Brown, World Media.
- 18 Tim Mickelborough, Thomson Reuters; The Nikkei and Howard Moore, Publicitas.
- Matt Nigro and Stephanie Wong—both Imagination.
- 20 Zoe Cirrone-Wollege and Jack Jones—both Thomson Reuters.
- 21 Dustin Guzowski and Erin Cullen—both Huson International Media.

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











The Roots of Edinburgh

Everyone has roots. Sometimes, its nice to explore them. Today's globalized world has made mutts out of most of us — we come from several places, have lived in multiple cities, and trace lineages back to many places. More than a few can trace roots to Scotland, a major source of emigration to the US, Australia and Canada in generations past, and a place that trades on the idea of roots, history and tradition for a living. This northern land remains a nation, part of the United Kingdom, and its beating heart is Edinburgh — one of Europe's oldest and most beautiful cities.

Edinburgh is the second most popular visitor destination in the UK, swelling to double its normal size every August during a series of festivals known as... wait for it—the Edinburgh Festival. This ancient area of Scotland where, as they say, "we invented innovation." These innovations notably include scotch whiskey, golf, very large mosquitoes, and it seems, ketchup. (Its like a national dish.) It's actually haggis, a dish you can discover independently.

Arrivals

It's easiest to hop a taxi from the airport, but the nice way to enter Edinburgh is by train — perhaps up from London. The tracks hug the Scottish coast and offer stunning views out to sea, alternating seascape and golf course along the way. There are many sheep. When you arrive, you will need a place — for which we have several recommendations: The Missoni hotel is gorgeous and fashionable, full of flavour. The Glass House is a cool boutique hotel with a lively bar, and the Apex is well located, just a short distance from Edinburgh Waverly station - a good business choice.

A little farther out are a host of

stunning castles sure to deliver the true Scottish experience. **Dundas Castle** has something to offer and is run by Hub Culture members, so you're likely to get extra special treatment if you mention that upon arrival. **Eilean castle**, on the northwest coast, is another gem.

Whiskey

It is very important to drink whiskey while in Scotland — in some places it is easier to get than water. A strong smell of Cheerios permeates Edinburgh, but there is no Cheerios factory here — its just the smell of barley and hops being distilled into this golden life force. When ordering, ask for **Balvenie** — a smooth round selection with a soft taste. It comes from Speyside, a beautiful location due north, where the water has a soft taste. There is also **Oban**, a west coast whiskey with a strong, peaty flavor. It tastes of a cold Atlantic wind.

Of all the places and pubs to drink, you could try the **Thistle Street Bar** — a cozy location with an open fire and friendly pub feel. For something a bit more modern, try the **Voodoo Lounge** or George Street, where lots of spaces crowd together to jostle for your Scottish pound: **Le Monde, Living Room...**

For divine food Scotland's hottest boytoy chef, **Martin Wishart**, offers stunning fare in his eponymous restaurant. For a real treat, head to **Loch Lomond**, where the chef's teams take a full week to prepare a selection of dinners served each Wednesday — Sunday.

Activities

A visit to **St. Andrews**, the home of golf, is in order. Scotland is a golfer's paradise and a must-see on the golfer's itinerary. For a full list of such activities, walking tours in the mountains and how to find the **Queen's estate at Balmoral** (no buck shots allowed) check out

Visitscotland.com and CometoScotland.com.

For the last year, Scotland has been celebrating its homecoming, encouraging those emigrants now settled far away to return for a taste of their legacy. That all ends this winter, as their nobel laureate poet, Robert Burns celebrates his 250th birthday. The author of Auld Lange Syne would be happy to see you back, even if your heritage was never there anyway. Like many of us on New Year's eve, the Scots tend to embrace everyone — often with a trace of Balvenie carried on the tune.

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 Hub members. He can be contacted at stan.stalnaker@hubculture.com

internationalist

Awards for Innovative Digital Marketing Solutions

Call for Entries Open

www.internationalist-awards.com
Final Entry Deadline: August 1, 2010

