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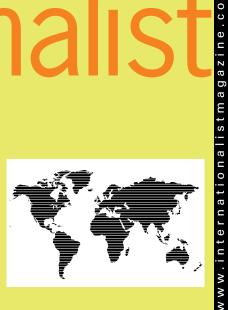
STAFF

amanda baltazar NEWS EDITOR

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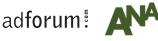
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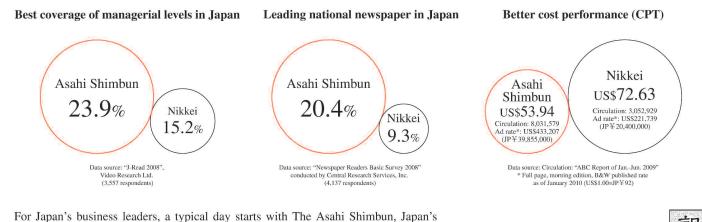




### Power Breakfast, Japanese Style

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





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### **CELEBRATING 100**

There's no question that 100 is number of great significance. Sure, it marks a century, but it also suggests an important grouping—one that implies leadership and accomplishment. There is no doubt that a list of 100 matters.

With that in mind, **The Internationalist** highlights a number of lists, companies and individuals — all focused on the concept of 100 this month.

We are revealing our first annual list of **100 Marketing** 

**Leaders** to acknowledge those industry executives who are consistently moving our business forward and are the champions of insuring that brands can cross borders with relevance and responsibility.

Many of **THE 100** have been profiled on our pages and e-newsletters throughout the year. Some have been named *Internationalists of the Year, Trendsetters, Innovators, Idea People* or *Award Winners*, but all are driven in their roles as 21st century marketers in a more accountable, fast-changing, real-time world.

Thanks to **CoreBrand**'s ongoing initiatives, **The Internationalist** is also publishing another list of 100 — **the 2010 Brand Power Rankings**. This list highlights the world's best corporate brands from 800 companies tracked by **CoreBrand** and evaluated through 8,000 phone interviews among business leaders who provide perceptions of the world's best corporations as brands. Key indicators include Overall Reputation, Perception of Management and Investment Potential.

Coincidentally, after the first 100 days of the year, **The Internationalist** is also hosting a summit for 100 marketing leaders. sNot only will this elite gathering acknowledge these individuals and cite the year's best perceived corporations, but the summit will also offer some solutions for navigating new marketing frontiers amid today's global complexity.

We hope that all those named among these lists of 100 will carry on with their many successes while they continue to inspire us all for the next 100 days, 100 months or perhaps even 100 years.

Deb Malone Publisher

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According to Johnston, "It's critical to capture the innovative spirit of Boeing, the timeless nature of the company, and the essence of the American dream — the belief that there isn't anything that can't be done." The challenge, he admits, is to keep looking toward the future, while not forgetting the extraordinary achievements of the past.

> Fritz Johnston, a 35-year+ veteran of the Boeing Company, serves as brand captain for the world's largest aerospace company and one of the world's best-known brands. As Boeing approaches its 100th year in 2016, he is thinking about how to position an iconic brand as it marks its first century and prepares for its second.

> Although he poses critical marketing questions, Johnston has a track record for finding answers. For the last five years, Boeing's advertising has focused on the amazing things that Boeing people do every day. Fritz Johnston is a champion for demonstrating a company's strengths through its employees.

> In an era where most marketing leaders admit to challenges in aligning internal and external communications, Boeing represents one of the best corporate examples of expressing the ideal of "one brand, one look, one company" to both its wide employee base and to its many global constituents. In today's more transparent, social media world, employees' actions — and interactions with each other and the world at large — do increasingly affect brand perception.

When company communications are allied with employee knowledge and enthusiasm, there is a better chance to inspire advocacy for a brand — one of today's greatest marketing goals.



Fritz Johnston is Vice President of Global Brand Management and Advertising for Boeing, the world's largest aerospace company and one of the world's best-known brands. His responsibilities include brand strategy with oversight responsibilities for Boeing corporate advertising, reputation research, corporate identity, sponsorships and The Boeing Stores.

Johnston began his professional career with Boeing in 1973. Ten years later he was named promotion manager at Boeing Commercial Airplane Company. There he directed the development of international exhibits, marketing promotions and domestic advertising. He was promoted to senior manager of commercial airplane communication services in 1989. One of his key responsibilities in this position included developing a corporate identity system for the Boeing Commercial Airplane Group that was subsequently adopted companywide.

Prior to the merger of Boeing and McDonnell Douglas in August 1997, Johnston was appointed to lead the corporate identity program at Boeing company offices. In this capacity, he managed the successful design and blending of the two companies' logos into a single corporate signature and the development of a unified, companywide identity system.

In September 2001, Johnston had oversight responsibilities for the branding of the new headquarters building in Chicago. During this time he established The Boeing Collection, depicting the rich history of the merged companies of Boeing, McDonnell Douglas, Rockwell International Aerospace, and Hughes Satellite and Communications.

### How an Iconic Brand Looks Ahead to the Century Mark

Ν

The Boeing brand is an irreplaceable asset that marketing research firms estimate to be worth billions of dollars. Fritz Johnston also adds that driving a " 'one brand' culture has strengthened our brand presence and reduced costs by millions of dollars."

"We didn't become one of the world's iconic brands because of any one product or service. Our reputation comes from the breadth and depth of our capabilities. And that has to do with much more than how we look; it is also how we act. Every contact we have with stakeholders, from the quality of our products and services to the tone of our business communications to the appearance of our business cards, building signs and presentations, is an opportunity to strengthen the brand." Now Johnston is evolving that message to position the company

BOEING

for 2015 and 2016. The Boeing Brand DNA will continue to underscore the company's corporate goals of being the best and bestintegrated aerospace company in the world. Fritz Johnston recognizes that any executions of those goals all start with the "Big Idea," and feels fortunate that Boeing's executive management team understands both the opportunity and value of looking for fresh ways to position the company as it approaches so momentous an anniversary. At the core are three critical elements of the Boeing ethos:

 Enterprising Spirit — Boeing's passion to take the next great leap in the business of aerospace

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- Precision Performance Boeing's dedication to the highest standards of performance, ethics and accountability
- **3. Defining the Future** —Boeing's commitment to working as a global team to shape the future of aerospace

### Multicultural Lessons Paint a New Picture of America



JEFF TARAKAJIAN EVP, Group Management Director

Jeff leads EVP's relationships with the U.S. Census Bureau, The Jamaica Tourist Board, Hungry-Man and PwC. This has included the highly visible and highly successful, fully integrated Campaign for the 2010 Census.

Jeff arrived at Draftfcb when it was Foote Cone & Belding in the mid-nineties. He has held many responsibilities, including Global Head of New Business, President of FCB NY, as well as the leader of our Diet Coke, IRS (yes, they did some amazing work!), USPS, Samsung and AT&T relationships.

He has been part of several very famous campaigns, including Priority Mail (What's Your Priority) and the IRS's e-file (Don't be this Guy). Both were Gold Effie winners. He was also part of the team that won the Grand Effie for the U.S. launch of Diet Coke.

Prior to joining FCB, Jeff held positions in account management at SSC&B, Marschalk and Lowe. His brand experience includes a broad range of categories, from corporate reputation (Hanson Industries, Prudential) to services (Eastern Airlines, Independence Air) to CPG (J&J, Mennen, Cover Girl, Bayer, Smirnoff).

Jeff commutes long-distance, living in an almost but not completely empty nest in Pawtuxet Village, RI. He graduated from Yale with a BA in English and French. Succumbing to pressure from his kids, he snowboards badly. Jeff Tarakajian, EVP/ Group Management Director at Draftfcb, has been immersed in the 2010 Census Campaign, serving as leader of the entire integrated effort including all multi-agency advertising efforts. The experience has caused him to recognize the relationship between language and community, to re-think the definition of targeted media, and to consider new perceptions of a changing American culture.

Or as Jeff Tarakaijian says, "The varied US population now best resembles a vegetable soup so it is more challenging than ever to rally them around a single, common idea."

Although the US has historically been considered a "melting pot" of ethnicities, it is changing to reflect a truly multicultural ideal where ethnic groups easily see themselves equally as Americans and of other heritages. No doubt, many other countries — including the UK, France, Germany, Australia and Argentina — are finding similar trends.

The campaign for Team Census also confirmed how the US is still a microcosm of the world with its many ethnic groups. In fact, the digital component of the program was developed in 59 languages in an effort to provide better explanations to participants and to allow them to experience the inclusive nature of the outreach. It also involved 14 specialist marketing communications agencies with expertise in targeting various US-based ethnic populations.

Tarakaijian emphasizes, "There is a global lesson to be learned here. People have one foot in America — where they now live, and one foot in the culture from where they came. In the past, immigrants wanted to conform; they did not pass on their languages to their children or grandchildren and only celebrated key cultural event within their own private communities. Today, just the opposite is true.

Many multicultural Americans toggle back and forth between languages and comfortably exist between cultures. Most consume media in more than one language — perhaps preferring a native language for an entertainment program, for example, and then switching to English for the news. Among the behavioral nuances are generational differences and various alignments of communities with language. And not all ethnic communities are homogeneous groups."

Yet, despite the challenge of communicating with some of the most difficult to reach communities, Jeff Tarakajian also discovered that people go beyond ethnic boundaries when they think about the significance of the Census.

The 2010 US Census campaign marked the first time the Census Bureau activated a fully integrated program, which targeted every individual living in the US and its territories.

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Draftfcb connected with a diverse population of 307 million+ people, and was able to achieve an extraordinary 74% participation rate by combining advertising, public relations, events, sponsorships, social media and partnerships. In fact, the program was so effective that the U.S. Census bureau reported a budget surplus of \$1.6 billion to be returned to the government. <a href="http://www.thestreet.com/story/10834996/us-census-bureaus-integrated-marketing-program-led-by-draftfcb-new-york-contributes-to-16-billion-budget-surplus.html">http://www.thestreet.com/story/10834996/us-census-bureaus-integrated-marketing-program-led-by-draftfcb-new-york-contributes-to-16-billion-budget-surplus.html</a>

As audiences become increasingly varied and difficult to connect with, Draftfcb focused on multiculturalism, real-time marketing and digital to achieve its goals. The extended Team Census roster, led by Draftfcb New York, also included:

- » Draftfcb Puerto Rico (for people residing in Puerto Rico only)
- » IW Group (Asian Audiences)
- » GlobalHue (Black audiences, i.e. African, Caribbean)
- » GlobalHue Latino (Hispanic including Portuguese)
- » d'exposito (Hispanic)
- » G&G (American Indian, Alaska Native, Native Hawaiian, Pacific Islander audiences)
- » Allied (Russian, Polish, Arabic, Armenian, Iranian, Ukrainian)
- » Plum (Greek Audience)
- » Scholastic (Census In Schools Program)
- » MarCom Group (recruitment advertising)
- » Jack Morton (Events/Portrait of America Road Tour)
- » Weber Shandwick (public relations) Morton (Events/Portrait of America Road Tour)
- » Initiative (select media buying)



As audiences become increasingly varied and difficult to connect with, Draftfcb focused on multiculturalism, real-time marketing and digital to achieve its goals.

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11:40	EN 8447	euronews	Αl	76.5%	boarding
15:00	CI 3548	CNN International	D 5	15.6%	go to gate
15:12	SN 978	Sky News	E3	14.0%	go to gate
15:50	BW 275	BBC World News	B 4	13.0%	go to gate
12:35	CN 8309	CNBC	F 5	6.1%	go to gate
12:40	88 8413	Bloomberg TV	СЬ	5.0%	go to gate
12:20	FR 8741	France 24	A7	3.0%	go to gate
13:10	AE 3895	Aljazeera English	G۵	1.8%	go to gate
13:30	RT 854	Russia Today	B 9	0.9%	go to gate

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### 10 Ways to Create Marketing Ecosystem Value



By **Donovan Neale-May**, Executive Director of the CMO Council

Break Down Functional Silos. Talk about taking down the Berlin Wall, overcoming functional fiefdoms can demand gen, advertising, sales, etc. --tend to resist relinquishing control or even blending assets to achieve common business goals. The new reality of integrated, multi-channel marketing has yet to be embraced by many organizations. BtoB groups may be slightly ahead of the BtoC pack, and new Software-as-a-Service (SaaS) platforms for mapping, allocating and measuring the marketing mix will help.

Institutionalize the Use of Data Analytics. Companies don't lack data, whether transactional, behavioral or demographic. They lack expertise to extract

Marketers today seek continuous decision support in every facet of the go-tomarket process. Product life cycles are shorter, audiences more connected and markets more complex and globally distributed. These new challenges make embracing the need for real-time, process improvement platforms and solutions a strategic priority for brands.

Throughout 2010, the CMO Council hosted a series of roundtable discussions and more than 25 interviews with leading marketers to discuss the rapid technology change and increasing demand for greater market insight. From the resulting research study, Unify to Multiply Marketing Ecosystem Effectiveness, here are 10 ways to create value for your marketing ecosystem:

> meaningful, predictable and actionable insight from customer information. Too frequently, companies lack an established analytics team, standardized practices and centralized capabilities. Yet analytically driven campaigns by marketing leaders, such as P&G, Kimberly-Clark and Visa, are establishing new standards. Analytics will be critical to the rapidly emerging fields of shopper marketing, behavior-based advertising, mobile relationship marketing and neurobranding/buy-ology.

Provide Market Insights + Intelligence On-Demand. With the mandate for greater Market Sense-Ability, smart companies are embracing new online tools to enhance brand protection, monitor corporate reputations, and track customer tonality. In addition, the Internet and mobile channels can more efficiently blend new sources of market insight with primary research. Integrating accessible intelligence across global organizations has become imperative, improving the quality of decisions across the marketing ecosystem and reducing redundant or irrelevant spend.

Transfer Best Practice Knowledge Worldwide. Often, the most innovative marketing takes place in regional or emerging markets where inspiration and perspiration must offset budget limitations. Centers of Excellence focusing on best practices and knowledge transfer can elevate performance and bring consistency across diverse agencies worldwide.

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Leveraging online collaboration networks, resource centers and global group meetings, will improve marketing output and brand development.

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Synchronize Supply and Demand Side Operations. Forecasting product demand, managing inventory, and tracking sales data are problematic for marketers who lack real-time operational visibility. Too often, companies struggle with an overabundance or paucity of product in the production pipeline. Consequently, back-end business intelligence must be combined with transactional data, competitive pricing dynamics and shopper marketing realities. However, data management is growing infinitely as markets grow across borders and present new cultural, language, economic and regulatory differences.

6 Add Discipline to Campaign Development, Testing and Delivery. Time-to-market is the new mantra as windows of market opportunity open and close more rapidly. Verifying campaign strategy effectiveness before major investment is now necessary to justify spend. Central to campaign effectiveness is customer engagement, which, when managed across multiple channels, brings new complexities that are increasingly managed online. Go-to-market must also accommodate sophisticated "brand logistics" that amplify messaging at point-of-sale or service. Orchestrating demand chain deliverables with campaign roll out involves production and distribution dynamics that are increasingly ITdriven and automated.

Ensure Brand Consistency, Compliance and Digital Asset Control. The race to project a global face is pressuring marketers to create online repositories of pre-approved brand assets and content elements. These provide quick and cost-efficient access for marketing teams to execute campaigns more nimbly. Consistency of brand messaging and visual identity is essential to rights management, customer experience and risk reduction, and marketers must fight trademark trespassing online. More sophisticated digital piracy and product counterfeiters siphon revenue, compromise customer relationships and increase liability and risk.

Power the Pipeline Across Acquisition, Cultivation and Closure Cycles. Increasing the quality, quantity and timeliness of leads requires greater investment in demand generation solutions and/or cloudbased systems. Better targeting and segmentation through advanced customer data are central to this mandate. Leading the marketing automation wave are SaaS platforms, which are easily and inexpensively deployed, scaled and customized to improve campaign economics and outcomes. Connecting with the right audiences, at the right time, with the right message in the right place, is the mantra of digital marketing. Leveraging new engagement channels and deeper customer knowledge have become fundamental to campaign success, market mobilization and customer conversion.

Maximize Customer Value — Relationships, Revenue and Rapport. The rapid acceptance social media has engendered profound changes in customer markets and business cultures, totally influencing how companies communicate across critical internal and external audiences. Social media and community platforms are spawning new practices in product development, customer service, market intelligence and brand messaging. With more than 5 billion cell phone users worldwide, MRM is being embraced across multiple industries to ensure continuous customer interaction, sustained support and greater insight. MRM is also creating business value, improving efficiency, triggering product consumption, and increasing furthering loyalty, feedback and advocacy.

10 Institute Closed-Loop Performance Measurement Systems. Effective demand generation campaigns must be massively data-driven, highly automated, more personalized and targeted, and diligently measured. ROI metrics increasingly shifting towards relevancy, response, recurring relationships and business return now require improved database management, market segmentation, customer profiling and other performance indicators. Today's marketing planning process requires better data integration, more accurate predictive modeling, and the deployment of closed loop campaign performance dashboards. This will be driven by wider embrace of marketing automation platforms processes and intelligence gathering across all customer touch points.

### GLOBETROTTERS



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

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



#### PAUL MEYER HAS NEW ROLE AT TELEVISA

**Paul Meyer** was named Director of Digital Media at Televisa for the USA, Puerto Rico and International.

The US-Hispanic and Latin American media company created Paul's new position with the strategic goal of unifying the company's entire

digital offering through one department. Among Televisa's digital assets are the esmas.com website and the digital versions of major consumer magazines like Vanidades, and Cosmopolitan en Español.

Paul will continue to be based in Miami and oversee all digital sales, content and technology. He's also looking to expand Televisa's digital team immediately.

He had worked most recently as Vice President of Digital Media for Publicitas Charney & Palacios, where he also participated in a number of Internationalist-led Think Tanks, such a Media Matters Latin America.



#### **CHARLES LESS TO AETN ASIA**

**Charles Less** will start in a new role this month. He'll head Advertising Sales for AETN All Asia Networks. He'll continue to be based in Singapore.

AETN All Asia Networks (AAA Networks) is a joint venture between A&E Television

Networks (AETN) and ASTRO All Asia Entertainment Networks Limited. AAA Networks currently distributes HISTORY, HISTORY HD, Crime & Investigation Network and The Biography Channel in Asia region.

Charles' new start comes after nearly 15 years with the STAR Group where he most recently served as SVP Advertising Sales for ESPN STAR Sports. He has worked on several continents—with more than a dozen years of experience in Asia, and a four-year stint in New York at the STAR offices there.

#### MICHAEL BÜRGI IN NEW STARCOM ROLE

Michael Bürgi has been named Senior Vice President/ Global Corporate Communications for Starcom MediaVest Group. He'll be based in New York and report to Global CEO Laura Desmond.



Michael will oversee internal and external communication, and work with all SMG-affiliated brands to strengthen their global reputation. In addition to his day-to-day responsibilities, Bürgi will also join the SMG Global Management Group.

He replaces **Jill Kelly**, who has taken another position inside Publicis Groupe as Executive Vice President-Global Director of Corporate Communications at Digitas.

Most recently, Michael served as VP Corporate Communications at Canoe Ventures. Prior to this role, he spent 17 years with ADWEEK's Mediaweek in the US, where he rose from reporter to editor in chief.

### TIME AND FORTUNE BRING NEW TALENT TO ASIA

Andrew Butcher, Publishing Director of *Time* and *Fortune* Asia Pacific, has announced a number of new appointments to strengthen its resources and develop increased opportunities for advertisers. This includes:



- » Judy Fong, a 10-year veteran of the
- company, has been appointed for the role of senior digital sales manager. She's based in Hong Kong.
- » SooHui Chia has been appointed as senior sales development and communications manager. She is relocating from Time Inc's office in New York and will also be based in Hong Kong.
- » **Tim Hodges** will move from the company's London office to Singapore in a new role as senior sales manager.



### ADVANCE'S PETER MASON OFFERS A EUROPEAN SOCIAL MEDIA ALTERNATIVE

**Peter Mason,** Founder of Advance International Media- a UK-based media representation firm, held an event for the London media planning community to highlight new local options in social media.

Many may be familiar with big platforms like Orkut in Brazil and Tencent QQ and RenRen in China, but few recognize other smaller, but vibrant, loyal-user sites in individual European countries.

Among those social media site profiled were: Nasza Klasa (Poland), VZ Network (Germany), IWIW (Hungary), Odnoklassniki

### JAPANESE MARKETERS, AGENCIES AND MEDIA INSPIRE US ALL IN THE FACE OF DISASTER

As we all have Japan on our minds in the wake of terrible March earthquake and tsunami, let us also hope for a bright spring for all of Japan. The time of Cherry Blossoms is rich in Japanese symbolism as the flowers' beauty, fragility, and short blossoming season have long been a metaphor for the fleeting nature of life. Despite this vulnerability, cherry blossoms are also an omen of good fortune and affection.

Given the words of so many Japanese colleagues, it is inspiring to listen to their belief in continuing with everyday business and assuring the world that Japanese companies and their extraordinary workforces will manage well despite the overwhelming challenges of loss, grief and rebuilding both structures and lives.

Here are some words from those in Tokyo and around the world in response to our messages of concern.

Thank you for your continuous support for all Japanese people.

As of today, 10,259 are still missing and 6,406 died. Evacuees count 382,612. The disaster will be absolutely the biggest in the recent history of Japan.

In that tough time, we are so encouraged by rescue parties from many countries, especially from US. Moreover, I was so impressed by the Secretary of State Ms. Hillary Clinton who expressed "Japan is always a very generous donor to any disaster anywhere in the world. Today, the world comes together to support Japan in its hour of need."

However, in Japan now, electricity and fuel are still in shortage. Trains and metro are not running enough. Even in the center of Tokyo. In such a difficult situation, hard to say, big events are not realistic. Tokyo Dome (Giants' home stadium) cannot run due to the power shortage. People cannot come together due to the traffic disturbance.

Above all, it is the time for Japanese people to fight to get back their daily way of life, still.

Our newspaper business is running ahead without thinking profit (without advertising). Some printing factories are affected enough to close, and our staff is working very hard to cover the damage. We print huge copies of newspaper in just suburb of Tokyo and transport them by trucks to affected areas hundreds miles away every morning!

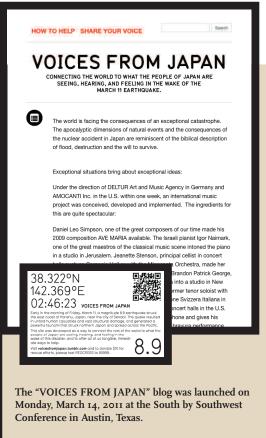
We will rise from the rubble caused by the earthquake, and please be a witness of our effort!"

Kaz Kuniya, Yomiuri Shimbun

(Russia), Skyrock (France), and Tuenti (Spain). Many of these sites carry display advertising.

Advance will also begin representing these social brands for advertisers looking for local solutions or in combination as a European regional program. According to Peter Mason's tally of their aggregated unique user bases, these sites are outpacing Facebook in the same group of markets.

The event was held at London's Institute of Contemporary Arts (ICA) by over 100 advertising executives from such companies as Zenith Optimedia, Mediacom, OMD, Mindshare, UM, Thomson Reuters, IG Group and Jaguar Land Rover.



It was created from a groundswell of friends inside and outside Japan, who wished to do something to help.

A blog was developed to offer those in Japan a place to share what they're seeing, hearing, and feeling with the rest of the world in the wake of March 11th's tragic earthquake. In turn, those outside of Japan can offer back their thoughts, prayers, and words of support.

To submit your kind words of concern, simply visit http://voicesfromjapan.tumblr.com/ and click "SUBMIT," or email your stories, videos, photos, or words of hope directly to 899soorren@tumblr.com.

For those who would like to make a \$10 donation, please text REDCROSS to 90999.

### internationalist

100 Leaders | 100 Ideas | 100 Power Brands

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### WHO ARE THE 100?

THE 100 are today's marketing leaders who are shaping our industry for tomorrow. They are devoted internationalists who understand the value and complexity of building brands across borders. Some may be inspiring people in their home market or around the world. Others are simply risk-takers who demonstrate why status-quo just won't work anymore.

All recognize that the business of marketing is being rewritten every day. And THE 100 are the authors—whether out front or behind the scenes.

These individuals represent a vast array of job titles, companies, product categories, and organizations of all sizes. Regardless of such differences, they share a devotion to excellence and a belief in furthering marketing standards as part of worldwide best business practices.

You'll recognize many names, as **The Internationalist** has been reporting on, listening to, or recognizing these individuals during the past year or longer. They may be called Internationalists of the Year, Trendsetters, Innovators, Idea People or Award Winners, but all manage to excel as 21st century marketers in a more accountable, real-time world.

This is the first annual list of **THE INTERNATIONALIST 100**. We hope that all will remain a vibrant part of this community for years to come.

Jon Achenbaum, Senior Vice President Global Strategic Marketing — BAYER HEALTHCARE / Diabetes Division

Nick Adams, Chief Marketing Officer — WESTPAC BANKING CORPORATION

Morten Albaek, Group Senior Vice President/ Group Marketing & Customer Insight of VESTAS WIND SYSTEMS

Janice Alfini, Senior Vice President — DINERS CLUB INTERNATIONAL and Global Brand and Marketing — DISCOVER FINANCIAL SERVICES **Dr. Greg Allgood**, Director Children's Safe Drinking Water — PūR<sup>s</sup> PROCTER & GAMBLE

A-F

**Barbara Basney**, Vice President Global Advertising — XEROX CORPORATION

Alicia Bateman, Vice President, International Marketing and Communications — POLO RALPH LAUREN

Scott Berg, Director, Global Digital Strategy & Ecosystems/Corporate Marketing — HEWLETT-PACKARD COMPANY

**Stefan Betz**, Head of Sales & Distribution — GERMANWINGS



<sup>1</sup> BBC Global Audience Estimate 2010. <sup>2</sup> Omniture Q2 Monthly Average 2010. <sup>3</sup> EMS + CEMS Summer 2010 (12 months) Universe/Base, Target Group is all respondents (46,371,000/26,778). EMS is a survey based on the top 13% of income earning households in Europ Competitive set is all weekly news and business print publications. BBC World News is a trademark of the British Broadcasting Corporation © 1996

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**Joe Bihlmier**, Vice President International Media — THE AMERICAN EXPRESS COMPANY

**Pete Blackshaw**, Global Head of Digital Marketing and Social Media — NESTLÉ

Len Blaifeder, VP, Director of Advertising and Direct Marketing — BNY MELLON

**Thomas Boyd**, Director, Corporate Communications at APM TERMINALS

Kevin Brown, VP Advertising — DIGI-KEY

**Thomas Boyd**, Director, Corporate Communications at APM TERMINALS

**Kathy Button Bell**, Vice President & Chief Marketing Officer — EMERSON

**B. Bonin Bough**, Global Director of Digital and Social Media — PEPSICO

**Doug Brinklow**, Director Global Marketing Communications — ADM/ARCHER DANIELS MIDLAND

**Dwight Caines**, President Worldwide Digital Marketing — SONY PICTURES WORLDWIDE

Michael Carlin, Senior Vice President International Media, WARNER BROS. PICTURES INTERNATIONAL **Chad Carlson**, Senior Director of Global Online Advertising, Operations & Agency Management — ORACLE CORPORATION

Marcus Casey, Head of E-Commerce & Mobile Director — LUFTHANSA

**Costanza Castelnuovo-Tedesco**, VP Global Branding, Advertising & Integrated Media — SAP

**Julie T. Chan**, Director International Media — PFIZER Consumer Healthcare

Helen Clark, Manager — Corporate Brand & Reputation — CHEVRON

Wendy Clark, Senior Vice President, Integrated Marketing Communications & Capabilities — THE COCA-COLA COMPANY

Eduardo Conrado, Senior Vice President — Chief Marketing Officer — MOTOROLA Solutions

**Beth Comstock**, Senior Vice President and Chief Marketing Officer — GE

Hossam Dabbous, Marketing Director — PEPSI COLA INTERNATIONAL and Head of Marketing for Gulf Countries — PEPSICO

**Lee Ann Daly**, Executive Vice President & Chief Marketing Officer — THOMSON REUTERS Markets

### **100 Leaders** | **100 Ideas**

**Tom Daly**, Group Manager Mobile and Search/Global Connections — THE COCA-COLA COMPANY

**Cathy Davies**, Vice President/ Head of Brand Communications — SONY ERICSSON Mobile Communications

Mark Davies, Director of Loyalty and Marketing — STAR ALLIANCE

**Celine Del Genes**, Head of Global Go To Market-Woman — REEBOK International

Luis Di Como, Senior Vice President Global Media — UNILEVER

**Paul Duffy**, President and CEO — PERNOD RICARD USA

**Trevor Edwards**, Vice President Global Brand & Category Management — NIKE, Inc.

**Joel Ewanick**, Global Chief Marketing Officer — GENERAL MOTORS

Lauren Flaherty, Executive Vice President & Chief Marketing Officer — JUNIPER NETWORKS

Kieran Foley, Group Marketing Director — DIGICEL

**Luis Gallardo**, Head of Global Branding — DELOITTE

**Katy Giffault**, Vice President Global Consumer Insights — HASBRO, Inc. Julia Goldin, Senior Vice President and Global Chief Marketing Officer — REVLON

**Peg Gordon**, Vice President Global Brand Marketing — ACE Limited

**Rick Gray**, Senior Vice President Marketing & Communications — HUDSON

**Cheryl Guerin**, Senior Vice President Group Head US Marketing and Global Digital Marketing — MASTERCARD

**Giorgio Guidotti**, President Worldwide Public Relations and Communications — MAX MARA FASHION GROUP

Jack Haber, Vice President of Advertising and E-Business — COLGATE-PALMOLIVE

B-K

**Toby Hoden**, Chief Marketing Officer — ING INVESTMENT MANAGEMENT

Judy Hu, Global Executive Director, Advertising and Brand — GE

Mark P. Ingall, Managing Director, Global Strategic Media — CITI

**Brendan Inns**, Vice President Brand Communications — SHANGRI-LA International Hotel Management Ltd.

**Kristina Isakovich**, Chief Marketing Officer — PHILIPS HEALTHCARE

### 100 POWER Brands

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**Fritz Johnston**, Vice President Global Brand Management & Advertising — THE BOEING COMPANY

**Kimberly Kadlec**, Worldwide Vice President Global Marketing Group — JOHNSON & JOHNSON

Adina Kagan, Worldwide Marketing Director — TIFFANY & COMPANY

J Kosanke, Vice President Worldwide Media and Agency Management — IBM

Mike Kolleth, Director Corporate Advertising & Branding — DOW

**Gyehyun Kwon**, Vice President and Head of WW Sports Marketing — SAMSUNG ELECTRICS

**Claudia Lagunas** — Digital and New Media Director — PEPSICO INTERNATIONAL

Anthony Lau, Marketing Director — BANK OF COMMUNICATIONS /The Pacific Credit Card Center

**Ann Lewnes**, Senior Vice President Global Marketing — ADOBE SYSTEMS, Inc.

**Ted Linehan**, Vice President International Marketing, Savory Snacks — PEPSICO

**Anita Liskey**, Managing Director-Corporate Marketing — CME Group/Chicago Mercantile Exchange **Amy Lou**, Head of Brand and Marketing Communications — HTC Europe Ltd.

**Tim Mapes**, Chief Marketing Officer — DELTA AIRLINES

**Nicolas Maurer,** Corporate Vice President Marketing/ Head of Global Business Unit Face and Skincare — BEIERSDORF

Marilyn Mersereau, Senior Vice President Corporate Marketing — CISCO SYSTEMS, Inc.

**Claire Molyneux**, Associate Marketing Director — PROCTER & GAMBLE West Africa

James Moorhead, Brand Manager — OLD SPICE and North America Marketing for THE PROCTER & GAMBLE COMPANY

**Bill Ogle**, CMO — Chief Marketing Officer — MOTOROLA Mobile Devices Business

**Stefan Olander,** Vice President Digital Sport — NIKE, Inc.

**Steve Pacheco**, Director — Advertising — FedEx

**Tony Palmer**, Senior Vice President and Chief Marketing Officer — KIMBERLY-CLARK CORPORATION

**Michelle Peluso**, Chief Marketing Officer — CITIGROUP, Inc.

### **100 Leaders** | **100 Ideas**

**Teresa Poggenpohl**, Executive Director-Global Image — ACCENTURE

Marc Pritchard, Global Marketing Officer — THE PROCTER & GAMBLE COMPANY

**Stephen Quinn,** Executive Vice President and Chief Marketing Officer, WALMART

**Babs Rangaiah**, Head of Global Media Innovation — UNILEVER

Marisa Ricciardi, Chief Marketing Officer — NYSE EURONEXT

**Ralph Santana**, Senior Vice President and Chief Marketing Officer — SAMSUNG North American Headquarters

**Bettina Sherick**, Vice President of International Digital Marketing — 20th CENTURY FOX INTERNATIONAL

**Nick Sheth**, Global Senior Director Business Development, GAP INC. DIRECT

Clive Sirkin, General Manager Global Integrated Marketing — KIMBERLY-CLARK CORPORATION

Jan Soderstrom Vice President and Chief Marketing Officer — SUNPOWER

**Ozzie Solares**, Manager Global Brand Management — AVAYA **Jim Speros**, Executive Vice President and Chief Marketing Officer — FIDELITY INVESTMENTS

Simon Sproule, Corporate Vice President of Global Communications — NISSAN Motor Company

Mark Stewart, Vice President Global Media Services — KRAFT FOODS

**Regina Szeto**, Senior Vice President Global Advertising — CALVIN KLEIN

**Eelco van der Noll**, Global Director Sports & Entertainment — AB InBev

**Geert van Kuyck**, General Manager (Chief Coach) — Philips Directlife/ PHILIPS ELECTRONICS

**Brian Wallace**, Vice President Digital Marketing and Media — RESEARCH IN MOTION

John Wallis — Chief Marketing Officer, HYATT CORPORATION

Shawn Warren, Vice President Marketing KRAFT FOODS Asia-Pacific

**Rahul Welde**, Vice President Media — UNILEVER Asia, Africa, Middle East & Turkey

**Colin Westcott-Pitt**, Vice President of Marketing — Dos Equis, Amstel Light, Newcastle Brown Ale at HEINEKEN

**Barbara Williams**, Global Mobile Marketing Lead — MICROSOFT CORPORATION

### **100 POWER BRANDS**



### CoreBrand 100 BRANDPOWER OF ANKING

MEASURING THE SIZE AND QUALITY OF CORPORATE BRANDS

COMPANY	2010 Rank	2009 Rank	og-10 Variation	2007 Rank	o7-10 Variation	INDUSTRY
Coca-Cola	1	1	0	1	0	Beverages
Hershey	2	3	1	3	1	Food
Campbell Soup	3	4	1	5	2	Food
Johnson & Johnson	4	2	-2	2	-2	Medical Supplies & Services
Harley-Davidson	5	5	0	4	-1	Hotel & Entertainment
Kellogg	6	7	1	13	7	Food
Colgate-Palmolive	7	6	-1	8	1	Toiletries, Household Products
UPS	8	8	0	6	-2	Transportation
Bayer	9	11	2	23	14	Chemicals
American Express	10	10	0	11	1	Diversified Financial
FedEx	11	9	-2	7	-4	Transportation
PepsiCo	12	13	1	10	-2	Beverages
BMW	13	12	-1	14	1	Motor Vehicles
Visa	14	17	3	31	17	Diversified Financial
Walt Disney	15	16	1	24	9	Hotel & Entertainment
Wal-Mart	16	19	3	27	11	Retailers
Honda	17	14	-3	17	0	Motor Vehicles
MasterCard	18	25	7	37	19	Diversified Financial
Revlon	19	26	7	33	14	Toiletries, Household Products
McDonald's	20	33	13	45	25	Restaurants
General Electric	21	23	2	15	-6	Electronics, Electrical Equipment
General Mills	22	20	-2	19	-3	Food
Starbucks	23	18	-5	9	-14	Restaurants
Volkswagen	24	22	-2	20	-4	Motor Vehicles
Volvo	25	27	2	26	1	Motor Vehicles
Estée Lauder	26	29	3	34	8	Toiletries, Household Products
Sony	27	24	-3	18	-9	Electronics, Electrical Equipment
CBS	28	21	-7	22	-6	Hotel & Entertainment
Barnes & Noble	29	30	1	28	-1	Retailers
Mattel	30	28	-2	32	2	Hotel & Entertainment
Toyota	31	15	-16	12	-19	Motor Vehicles
Lowe's	32	31	-1	36	4	Retailers
Del Monte Foods	33	34	1	30	-3	Food
Target	34	32	-2	29	-5	Retailers



CoreBrand tracks 800 of the world's best corporate brands and maintain the largest continuous brand benchmark tracking system.

#### The CoreBrand Database

Each year CoreBrand conducts 8,000 telephone interviews among business leaders to measure their perceptions of some of the world's best corporate brands.

- Respondents are business decision-makers from the top 20% of U.S. businesses.
- This senior business audience (VP level and above) represents the investment community, potential business partners, and business customers across 49 key industries.
- 400 respondents rate each company per year; 800 companies are measured each year.
- We collect financial performance data and communications investment information to understand the support behind and impact of these brands.

#### The Brand Power Measurement

Respondents are first asked to rate their Familiarity with a series of companies.

- Scores are a weighted average of the top three responses.
- Respondents who have a qualified level of Familiarity are then asked to rate their Favorability of those companies across 3 dimensions.
- Overall Reputation, Perception of Management and Investment Potential attributes provide insight to the source of favorable/unfavorable impressions.
- Scores are a weighted average of the top three responses to create a measure of Favorability.
- Familiarity and Favorability data are combined to create Brand Power, a single measure of the size and quality of a corporate brand.
- This number provides a single measure of the size of a company's audience and its disposition towards the company.

#### The Brand Power Rankings

The Brand Power rankings are based on the 2010 top-scoring brands.

• The 2009 and 2007 rankings are included for comparison purposes.

#### BRAND POWER RANKING

Getting the most of these corporate

**brand rankings:** Ranking corporate brands is tricky business. A company in crisis, for example, can increase in the ranking because Familiarity rises (the company is in the news) while Favorability decreases. So, there are some companies that may seem to get an unfair higher ranking than

a stronger brand that is below them. For example, Apple, which is much loved by enthusiasts

is only ranked at 45, while Microsoft, which is often maligned has a higher ranking of 35. The key to understanding this ranking is not to obsess on the finite ranking, but to look at the trend of the brand in comparison to the trend of others in the category.

**Overall:** It's been a relatively kind year to the top 100 brands, as 51% have improved over the past year, and 58% have improved since 2007. That still leaves plenty of room for improvement for most companies. Some have fallen from grace dramatically, dropping over a dozen ranks or more in some extreme cases. Others like Blockbuster and Barnes & Noble have been dropped from this year's ranking.

The top performers: Coca Cola has managed to hold onto the top rank while Pepsi is twelve ranks below, trying to work its way back in to the top ten. Johnson & Johnson dropped two ranks to the four spot having suffered a series of recalls. Bayer moved into the top ten having grown its brand by 14 ranks since 2007. Kellogg has been showing continuous improvement (see below).

**Biggest improvements:** Google, not unexpectedly, has managed to grow in leaps and bounds. An astounding 62 ranks since 2007, 23 of which have been since 2009 alone. Visa and MasterCard continued their strong growth ranking 14 and 18 respectively. McDonald's has shown continuous and significant improvements moving up 25 spots since 2007. Other notables are AT&T, Avon, Apple, and Dell.

**Biggest Decliners:** Starbucks has declined steadily since 2007 to a rank of 23. It seems to be plagued by a number of misfires by senior management. Proctor & Gamble, which prides itself on promoting product brand while ignoring its corporate brand continues to decline to 48 incontrast to its perennial competitor, Colgate-Palmolive, which enjoys a lofty corporate

COMPANY	2010 Rank	2009 Rank	og-10 Variation	2007 Rank	o7-10 Variation	INDUSTRY
Microsoft	35	38	3	46	11	Computer Software
AT&T	36	45	9	78	42	Telecommunications
Bed Bath & Beyond	37	36	-1	35	-2	Retailers
Boeing	38	40	2	53	15	Aerospace
L'Oréal	39	41	2	52	13	Toiletries, Household Products
IBM	40	35	-5	16	-24	Computers & Peripherals
Home Depot	41	44	3	43	2	Retailers
Black & Decker	42	37	-5	38	-4	Home Appliances
Nestlé	43	49	6	60	17	Food
Avon Products	44	56	12	86	42	Toiletries, Household Products
Apple	45	59	14	93	48	Computers & Peripherals
Wendy's	46	42	-4	42	-4	Restaurants
Exxon Mobil	47	47	0	54	7	Petroleum Refining
Procter & Gamble	48	39	-9	25	-23	Toiletries, Household Products
Nike	49	43	-6	49	0	Apparel, Shoes
Yahoo	50	54	4	81	31	Internet
Gap	51	50	-1	55	4	Retailers
American Greetings	52	52	0	69	17	Packaging
Sara Lee	53	57	4	70	17	Food
Yamaha	54	46	-8	51	-3	Electronics, Electrical Equipment
Kraft Foods	55	62	7	62	7	Food
Eastman Kodak	56	51	-5	64	8	Scient, Photo, Cntr Eq
Dell	57	69	12	103	46	Computers & Peripherals
Whirlpool	58	58	0	57	-1	Home Appliances
New York Times	59	63	4	71	12	Publishing & Printing
Nissan Motor	60	48	-12	48	-12	Motor Vehicles
Ford Motor	61	65	4	50	-11	Motor Vehicles
Blockbuster	62	61	-1	67	5	Retailers
Sunoco	63	67	4	84	21	Petroleum Refining
Verizon	64	60	-4	68	4	Telecommunications
Marriott	65	55	-10	40	-25	Hotel & Entertainment
Polo Ralph Lauren	66	66	0	63	-3	Apparel, Shoes
Liz Claiborne	67	72	5	85	18	Apparel, Shoes

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COMPANY	2010 Rank	2009 Rank	og-10 Variation	2007 Rank	o7-10 Variation	INDUSTRY
ChevronTexaco	68	70	2	89	21	Petroleum Refining
Royal Dutch Shell	69	74	5	91	22	Petroleum Refining
Fuji Photo Film	70	78	8	82	12	Electronics, Electrical Equipment
Sharp	71	75	4	100	29	Electronics, Electrical Equipment
Goodyear Tire & Rubb	er72	68	-4	73	1	Rubber & Plastics
Google	73	96	23	135	62	Internet
Walgreen	74	82	8	83	9	Pharmacy Serv.
J.C. Penney	75	84	9	92	17	Retailers
Sherwin-Williams	76	83	7	80	4	Chemicals
Xerox	77	53	-24	39	-38	Office Equipment
General Motors	78	64	-14	21	-57	Motor Vehicles
Kohl's	79	86	7	95	16	Retailers'
DuPont	80	79	-1	79	-1	Chemicals
Michelin	81	73	-8	47	-34	Rubber & Plastics
Saab	82	76	-6	66	-16	Aerospace
Charles Schwab	83	71	-12	44	-39	Brokerage
Allstate	84	89	5	105	21	Insurance
La-Z-Boy	85	85	0	90	5	Furniture
CVS	86	81	-5	88	2	Pharmacy Serv.
H.J. Heinz	87	77	-10	58	-29	Food
еВау	88	105	17	125	37	Internet
Motorola	89	90	1	72	-17	Semiconductors
Hormel Foods	90	93	3	98	8	Food
Canon	91	80	-11	61	-30	Electronics, Electrical Equipment
Hewlett-Packard	92	98	6	96	4	Computers & Peripherals
Bristol-Myers Squibb	93	91	-2	74	-19	Pharmaceuticals
Bank of America	94	100	6	107	13	Commercial Banks
Loews	95	88	-7	75	-20	Diversified Financial
Morgan Stanley	96	92	-4	59	-37	Brokerage
Rite Aid	97	103	6	117	20	Pharmacy Serv.
Tiffany & Company	98	99	1	94	-4	Retailers
Staples	99	101	2	104	5	Office Equipment
Clorox	100	113	13	122	22	Toiletries, Household Products

brandranking of 7. Still P&G knows brands.

Food: The food industry has had another strong year. Both Hershey and Campbell Soup have continued their steady rise, taking the second and third ranks respectively. Kellogg's has been growing dramatically over the past decade and is currently ranked at six.

Not all food companies had a strong showing. H. J. Heinz has dropped ten ranks over the past year, twenty-nine ranks since 2007. What caused this alarming decline from one of the best known condiment crafters?

Motor Vehicles: The auto industry has not had a good year in Brand Power. Despite rebounding sales, only 25% of the car companies on this list have improved since 2009, the rest have all lost Brand Power. In fact, half of the companies have lost Brand Power for consecutive years. Toyota, Nissan and GM are the biggest losers. GM especially, having lost 57 ranks since 2007. Toyota's loss of 16 ranks since last year can be explained by the unrelenting dismal news coming out of the company recently. Ford Motor Company is the anomaly, having turned the corner in its decline. Volvo managed to grow in Brand Power consecutively.

Household Products: Avon Products has managed to jump up twelve ranks in the past year, a whole forty-two ranks since 2007. An impressive feat for any company. A newcomer to the top 100, and only just, is Clorox at rank 100. Having risen almost two dozen ranks in the past three years, Clorox has made an impressive growth.

**Computers:** Of the five companies within this industry to make it in the top 100, only IBM has declined in the past three years. Apple continues its strong growth. Both Dell and H-P have grown in Brand Power, although in that perennial battle Dell's growth is more prominent.

Hotels & Entertainment: Harley-Davidson is one of the few companies to maintain its rank over the past year, after having dipped a rank since 2007. Still within the top five companies though, Harley-Davidson is one of the strongest brands out there. Marriott however is not so lucky, having fallen ten ranks over the past year, and twenty-five ranks since 2007.

### The Changing World of Marketing Accountability



Jim Gregory is the Chief Executive Officer and Founder of CoreBrand and one of the communications industry's recognized experts and leading advocates of corporate branding.

He has developed a proprietary three-tiered process that focuses on: Understanding of the brand and its meaning to different audiences Crafting the brand and the key messages it must communicate Measuring the brand and its effects on business performance CoreBrand builds upon over 25 years of experience in analyzing the effects of strong brands on corporate performance. Jim created the Corporate Branding Index®, an annual research survey designed to capture vital reputation and financial statistics for CoreBrand's various measurement products. Such products include the CoreBrand® Analysis, which helps corporations and their agencies determine the return on investment for advertising and communications.

Jim Gregory has also authored four books: Marketing Corporate Image: The Company as Your Number One Product, Leveraging the Corporate Brand, The Best of Branding, and Branding Across Borders. Believe it or not, 7 of 10 corporate marketing budgets are underfunded. Only 1 in 10 is properly funded and 2 in 10 are overfunded. CoreBrand's twenty-year proprietary research project called the Corporate Branding Index® has consistently found that those responsible for signing off on marketing budgets are short-changing their own companies of proper accounting for marketing budgets – or at best have no real understanding of the potential return on investment. This appalling fact has deep roots that go back to the fundamentals of accounting that will scare the bejesus out of most marketing and communications professionals, but will simply get a shrug from the CFOs and accountants.

This complete disconnect between marketing and finance begins with the accounting profession, which has completely ignored the undeniable growth of brand value in most corporations. GAAP (Generally Accepted Accounting Principles) standards don't account for the value of brands until a company (or product brand) is bought or sold. This method of accounting for brands doesn't accurately reflect the true value of the living brand. Brand value changes over time based on the decisions of management (e.g. marketing budgets) and the impact on key constituencies such as customers or other key stakeholders. Corporate and product brand equity can be readily measured, easily identified and valued on an ongoing basis in comparison to its industry, or specific competitors. Unfortunately, the accounting industry has found it better to use brand equity as a "fudge factor" in accounting for the value of the company rather than to provide shareholders with the true brand value of the company.

### The Brand is a Business Asset

Getting accountants to recognize that the brand is a business asset is complicated, so let's start with the fundamentals. Most CEOs and CMOs would agree: Marketing is crucial to corporate success. So why then do CEOs and CFOs tend to also look at corporate marketing and branding budgets as an expense rather than as an investment?

The missing ingredient has been reliable measures and financial metrics that tie marketing performance to growth and ROI. Setting aside the lack of accounting standards for the moment this lack of metrics has created a chasm between CMOs and the CFOs. It is a "Catch-22" – no accounting standard exists, therefore proving the value of brand does not exist. The absurdity of the circular argument is what is keeping companies from functioning at optimum levels. Unlocking the significant financial value relating to the management of corporate and product brands, as well as a systematic method to evaluate improvements in perception, will result in an improved financial performance.

### FACT 1

The brand is a business asset, which can—and should—be measured and managed over time in the same manner as any other business asset. While no two companies are exactly alike, it is important to develop a standard set of metrics and reporting methodologies to determine the financial value of the company brand and identify specific strategies, including budget allocation.

### Bringing Financial Accountability to Brands

The first challenge facing any valuation model is how to define and capture the measures that ultimately provide the brand's ROI. These measures must be:

### Do you feel your marketing budget is underfunded? Welcome to the club.

- **Robust:** Examine the meaningful attributes that drive category and company performance.
- Objective: Provide an unbiased report on reputation and financial performance.
- Predictive: Identify the opportunities and brand leverage available.
- Repeatable: Track progress and provide accountability.

Any metric must meet the above criteria in order to be included in brand measurement models. Having a model that meets these criteria is essential, since understanding a corporate or product brand involves measuring and managing a very complex organization. As it is virtually impossible to control every communication a corporation sends out, understanding the major building blocks of what branding can do for an organization are critical to being able to manage a corporate brand.

Certain companies, even certain industries, are more sensitive to brand building efforts than others. A holding company with a corporate name that does not resonate with any audience other than investors will have a more difficult job building familiarity and favorability (which, of course, is not the goal of a holding company), than a company marketing consumer-facing products every day.

The Coca-Cola Company enjoys the highest brand equity in the Corporate Branding Index, with nearly 21% of their market capitalization relating to the corporate brand. A company like this has the most to gain from a more active management of their brand. However, the financial impact of the brand, even in low-sensitivity companies, can increase dramatically if managed through consistent communications over time.

Long-term strategic brand building can have a significant impact on the financial performance of a company. Understanding the dynamics of the economy, your industry, and your direct peer group via an ongoing, structured basis are critical to managing a corporate and product brands.

### Accountability for Brand is Everybody's Business

Many departments within a corporation will argue for the need of accountability in marketing, but none will step forward to take ownership of how to account for brand equity.

Theoretically, the CEO is responsible for the value of the corporate brand. Unfortunately, it is a rare CEO who will invest the time to understand how brand equity value is created. CEOs would love to see their company prosper but few seem willing to take command of the very weapons that are available to help them win this battle.

The CFO properly challenges the high costs of marketing as it stands today since there is no standard for accounting for the profitable return on investment for brand building activities. The CFO should be the biggest advocate of marketing in the company, but until GAAP standards exist that account for brands that is unlikely to happen. The enlightened CFO will work closely with marketing to embrace measures and metrics that prove the value being created by branding even if it isn't currently reflected on the balance sheet.

### FACT 2

measure ROI

CMOs would be wise to step forward to take command of brand marketing accountability. Many would argue that they have done so, but attempts to date to create a unified set of standards have been anemic. Most attempts to build accountable ROI bridges to the CFO or CEO have been misunderstood or at the least unrequited.

Procurement departments where the mandate is to dissect every transaction and to shave off another percentage point from already impossibly tight margins of advertising agencies, and marketing communications firms, are reluctant to open their view of the total value of a transaction to include the impact of growth (or potential loss) of brand value. We believe purchasing officers should acknowledge that brand building is a two-way street that creates or destroys value with every communication. This would open an entirely new avenue for the procurement department to evaluate the performance of vendors.

Investor relations, is at the side of the CEO with billions in market capitalization at stake with every communication and every earnings release. I believe the IR professional should step forward to let the CEO know when the corporate brand might need tweaking, or that corporate clarity is a bit softer than it was last year? The investor relations department should have its finger on the pulse of the corporate brand.

And, why aren't advertising agencies and public relations firms demanding accountability? They have the most to gain by understanding consistent accountability measures for valuing product and corporate branding. Yet, the agency industry is too frail due to decades-long cost containment pressures or too afraid of the result to demand accountability. So, most seem happy just to survive another year.

### FACT 3

The tools available to those responsible for managing corporate and product brands are everybody's business but are woefully underutilized.

### Corporate brand as a consistent dashboard measure and on the balance sheet

Corporate brand equity value is a stable, predictable and identifiable value. Even if corporate brand equity value isn't part of GAAP standards we believe that it has a place and a role on the balance sheet. Think of corporate brand equity in the same context as other industries that have a significant value residing with intangible assets. For the petroleum industry, these assets are reported in the footnotes of the annual report as, "untapped oil reserves." In pharmaceuticals these assets are reported as, "drugs in the pipeline." These are undeniable intangible assets that can be identified and estimated to a high degree of certainty.

The corporate brand is also an intangible asset that:

- Represents the reputation portion of goodwill.
- Can be accurately and consistently measured.
- Can be accurately and consistently valued.
- Can be compared to competitive companies and industries.
- Can be managed like other assets—including budgeting.
- Can grow or lose value over time.
- Can be evaluated on a ROI basis.
- Can be used as a companywide management tool.

CoreBrand's twenty-year quantitative research study and regression models (collectively called the Corporate Branding Index), provide continuous data, insights and value for over 800 companies, across 49 industries.

This massive longitudinal research study found that the corporate brand accounts for 5% to 7% of market capitalization, on average. But, it can also vary significantly by type of industry and general economic conditions. For some industries, like building materials, the brand has relatively low impact, with only a 2% on average impact on

### brand as an íntangíble asset

market capitalization. However, in the beverage industry for example, the corporate brand plays a major role, showing an 11% on average impact on market capitalization.

The first step towards successfully understanding this data is to examine a company in the context of its industry peer group. Comparing a firm's quarterly value against its peer group is a perfect dashboard measure of the health, vitality, and value of the corporate brand. In the following example, the client company already had an advantage over their peer group, but wanted to expand that competitive advantage. A \$24 million communications campaign was budgeted to build the corporate brand. Over the period of one year, there was a brand equity improvement of 2.1% of the market capitalization over the competition.

	Qı	Q2	Q3	Q4	Q5	Q6
Peer Average Brand Equity Client Brand Equity Client Brand Equity Improvement	6.8 8.1 O	6.6 8.2 0.3	6.4 8.4 0.7	6.1 8.8 1.4	5.5 8.9 2.1	5.4 8.9 2.2
Communications Pressure (\$mil)	0	5	8	9	2	0

Brands have a role in financial reporting and should be represented in some form on the balance sheet.

FACT 4

### We have an opportunity to change our destiny

It is extremely rare to have an opportunity to change the destiny of the world of accounting, but we are presently in a window where the planets are aligned for marketers to demand some respect from this group. More importantly we are in a position to change the way marketing budgets are developed and measured.

The International Accounting Standards Board (IASB) is changing its accounting standards. They are working closely with National Standard Setters (NSS) around the world to create consistent standards for accounting. In the US, that group is the Financial Accounting Standards Board (FASB). We have been working with FASB on the issue of valuing intangible assets, but as crazy as this seems FASB was too busy with other more important issues to deal with intangible assets so they punted to the Australian Accounting Standards Board (AASB), who now report directly to the IASB.

There is one organization that represents the marketer. It is called, the Marketing Accountability Standards Board (MASB), it is a group of academics (both accounting and marketing) and practitioners (both corporate and consultants) who have also been in hot pursuit of brand accountability standards. The Marketing Accountability Standards Board is under the leadership of Meg Blair. I highly encourage every corporation, consultant, marketer, who cares about this important issue to join MASB. The website is: http://www.themasb.org/

So far, one association has come forth ready to take on the issue of marketing accountability and have been supporting the efforts of MASB. The Association of National Advertisers, under the leadership of Bob Liodice, has been pursuing the concept of generally accepted brand valuation principles. The ANA represent the largest advertisers, so it is logical and commendable that such an organization is leading the discussion. http://www.ana.net/

The creation of consistent and reliable standards for marketing measurement is the single most important business issue of the decade. If you agree with me that marketing stands to gain tremendously by connecting the brand to accounting standards then you should join with the ANA and MASB to add your voice to the discussion.

FACT 5

### **Establishing the International**



Graeme Hutton, SVP, Director of Consumer Insights & Research UM

Even after 10 years as a resident ex-patriot in the U.S., Graeme Hutton, originally from Malvern, Worcestershire, has always viewed American behaviors and cultural habits with the true curiosity of an outsider.

Based in New York, Graeme joined UM in May 2006 as SVP, Director of Consumer Insights and Research for the US. He provides UM clients with perspectives about their consumers that will ultimately help them enjoy a competitive advantage. Graeme is responsible for ensuring that all appropriate proprietary and syndicated research tools and resources are applied in the development of consumer insight strategies, for a total communications research platform—from TV to chat rooms—which informs the efforts of Universal McCann and its agency partners.

Graeme's expertise in US and international advertising and media communications planning spans over 20 years. Most recently, he was Integrated Communications Director at The Media Kitchen in New York, where he managed and oversaw all agency research initiatives for clients such as Limited Brands (Victoria's Secret; Bed, Bath and Beyond), Liberty Mutual and Panasonic. Prior to the Media Kitchen, he spent three years in San Francisco at ZenithOptimedia as SVP, Strategic Resources. In this role, he led agency teams in London, Singapore, Miami, New York and San Francisco to develop channel communications and ad awareness research modeling for all divisions of Hewlett-Packard Worldwide. Before that, Graeme was EVP, Media Director Worldwide and Direct Marketing USA at Lowe Lintas & Partners Worldwide in New York where he worked with global clients such as 3Com, SunGard, Johnson & Johnson and Lego, among others. His professional experience also includes stints at Ammirati Puris Lintas, CIA MediaNetwork, Billetts and Ogilvy & Mather, all in London.

Graeme Hutton, Director of Consumer Insights at UM New York, has been thinking about the viral power of social trends and how they affect advertising and marketing. He asks, "Can we see an outwardly perceptible relationship between the few- — influencers who have the capacity to influence, and the many- — general consumers of a brand or product? If so, can we readily quantify that relationship?

Hutton has found some answers with the help of a word of mouth study, Talk Track, by the Keller Fay Group. He continues, "We found clear evidence that the relationship between influencers and general consumers talking about a brand varies by market category in quite a predictable relationship."

Each year, Talk Track asks 36,000 consumers about their daily word-ofmouth goings-on and how often and in what ways they talk about brands. Talk Track also classifies people by the size of their social network and the amount of advice they provide to others in a specific market category. Consumers placed in the highest social network and category advice levels are called Conversation Catalysts, as an effective proxy for a category's influencers.

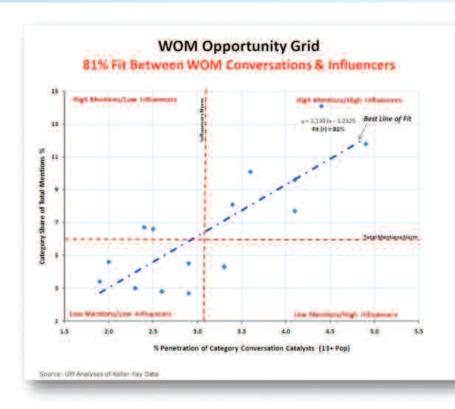
Hutton looked at the fifteen market categories monitored by Talk Track, and found a tangible relationship between a category's share of total mentions and the penetration of a category's Conversation Catalysts among the general population.

"We can quantify the relationship or fit between these two factors where correlation is 81%," he says. "In other words, as conversation levels increase there is, on average, an 81% proportional increase in influencers and vice versa."

### **Value of Influencers**

These findings have two major implications for marketers:

- If a brand is to maximize its conversation potential, it is not enough to focus simply on creating that conversation with consumers; a parallel communications strategy should often be embraced for influencers.
- 2. Where a brand and its category fall on the map is critically important for that brand's conversation, face-to-face marketing and social media strategies. Plainly, it is not a case where one overarching conversational strategy will fit all brands in all categories. Brands in categories that are defined as high mentions/high influencers, have a very different – and much easier – task to develop consumer conversation levels than products in categories defined as low mentions/low influencers.



As we can see, the map implies a connection between, on the vertical axis, a category's share of total mentions (for all brands in all categories) and, on the horizontal axis, the penetration of a category's Conversation Catalysts among the general US population.

The individual blue dots on the map represent each of Keller Fay's 15 market categories spanning the full range from media and entertainment to household products. We can see the best line of fit, the regression line, as the dotted blue line that dissects the map, running diagonally from bottom left to top right. And we can also quantify the relationship or fit between these two factors where correlation is 81%. In other words, as conversation levels increases there is, on average, an 81% proportional increase in influencers and vice versa.

#### PEOPLE AND PLACES

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#### FCS SPOTLIGHTS PRINCIPAL FINANCIAL

The New York-based Financial Communications Society (FCS) showcased Mary A. O'Keefe, Senior Vice President and Chief Marketing Officer of Principal Financial Group as part of the group's monthly luncheon series. Ms. O'Keefe outlined the company's latest campaign with updated tagline, "It's Time to Dream Again."

FCS, a not-for-profit organization, is dedicated to improving professional standards in financial communications. It provides professionals in the industry with a forum for gathering relevant information, sharing ideas and building relationships with industry colleagues. The FCS hosts the annual FCS Portfolio Awards for creative excellence in financial services advertising/collateral/digital media; the annual FCS Financial Marketer of the Year Award; a monthly luncheon series featuring prominent industry speakers, and numerous educational events. The capstone of the annual charity-focused activities is the FCS Race for Kid which has raised more than \$1.1 million for three children's charities.

#### All photo identifications from left:

- 1 Michelle Swanson, Principal Financial Group and Nate Stamos, Golf Magazine
- 2 Stephanie Marchesi and Steve Harwick—both Fleishman Hillard; Mary O'Keefe, Principal Financial Group and John Derbick, MetLife
- 3 David Troiano, HSBC and Greg Yates, Investing Channel
- 4 *Tony Haskel,* Fortune; *Jim Mack and Gail Day—both* Harvard Business Review
- 5 Matt Hickerson, FCS Board Member, Tom Jago, The Ward Group and Tim Hart, The Financial Times
- 6 Ava Larson, CNN International
- 7 Andrew Claflin, ; Peg Gordon, Ace Limited and John McCormick, National Geographic

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Stockholm-based **Open Communications** offered board members of the Swedish chapter of the International Advertising Association a glimpse of how Swedish design is making a global impact. Design experts helped to answer how internationally-recognized Swedish design can help other companies stand out.

The talk was held on Stockholm's historic island-the where the famed Wasa Ship was build in the 17th century.

All photo identifications from left:

- 1 Henrik Otto, Senior VP Global Design at Electrolux
- 2 Eva Kumlin, CEO of Svensk From, who also blogs as "Fru Form"
- 3 Oscar Magnuson, a renowned eyewear and jewelry designer
- 4 Susanna Nygren Barrett, former creative director of BVD and chair of the Design Jury for Guldägget

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#### CHINESE NEW YEAR

Y INTERACT marked their 10th anniversary with its annual Chinese New Year Party, celebrating Year of the Rabbit, at their Canal Street design studio. Invited guests enjoyed "Jessica Rabbit" cocktails and Asian-themed bites at the groups final Chinatown-based New Years celebration. As of April 2010, Y INTERACT is re-locating to One Maiden Lane, near Wall Street.

All photo identifications from left:

- Lauren Crahan, Freecell Architecture, Anne Guiney, Institute for Urban Design, Gia Wolff, Freecell Architecture
   Katie English, Comedy Central, Ahmed Yearwood, Y INTERACT, Angelina Battista, Comedy Central
- 3 Lee Fleming, Continental Airlines, Brad White, Carlson Capital
- 4 Bob Fritze, Diane Osgerchian, Investopedia
- 5 Hayward Henderson, Asset International, John Mittnacht, DIGO Brands, Brian McGovern, North Jersey Community Research Initiative (NJCRI)
- 6 Ian Keldoulis, Willoughby Partners, Kevin Windorf, CNBC
- Sheila Patel, Y INTERACT, Monica Abend, Cool Culture, Candice Anderson, Cool Culture
- 8 Chris Benyarko, National Basketball Association, Mark Bodenrader, National Basketball Association

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### FROM HUBCULTURE.COM



**There are two Romes.** The eye-candy Rome of Trajan columns, mighty Caesars, crazy Vespas and delicious Pizza; and Christian Rome, with the imposing Vatican City, home to formidable marble, Michaelangelo's longest lasting commission and weekly Sunday sermons given out of his Holiness' Pope Benedict XVI's apartment balcony. You'll be lucky if you catch a glimpse of his hand gesturing, but his voice and message are loud and clear thanks to the all-weather sound system permeating Vatican City.

Romulus, Marcus Aurelius, Tiberius — Roman originators from afore. Later Cardinals and Popes —Roman to the core. This life loving, food loving, indulgent and stylish 'gioia di vivere' transcends and permeates every aspect of Roman living, still today. Lucky for you, its all within reach as Italy's slow

economy keeps demand down and tantalizing treats within reach.

You'd be forgiven for spending your time staring at the Sistine Chapel's ceiling, Raphael's frescos and standing in line to hear the choir sing inside Basilica St. Pietro. The four hour queue on free Sundays is worth the spectacle, but there are better ways to get at all the pomp. If your home country is Catholic, a phone call to the consulate can secure VIP tickets to a special mass, for example, inside the Basilica while the other masses watch the Pope on 'TV Vaticano' ... on the largest screen in Italy, in the rain.

TIP: To avoid queues of unimaginable hours at any of Rome's sites during peak visiting months you can either pre-book or join a 'tour'. Sounds terribly touristy, except you'll hop the line, shimmy past hundreds and get straight to Michelangelo. Do the private guide.

#### Your Home In Rome

Where you are staying in Rome can result in how much style or culture you get to experience when you step off your stoop. Either way, for the full Roman experience, your pair of extra large sunglasses, Superga footware, a Trussardi puffer jacket and an air of 'who are you?' are required.

The Hotel Arte you'll like, especially if you enjoy Trussardi, Valentino, Villa Borghese and the Spanish Steps — in that order! Arte is location, location, location for so much of Rome, but most notably for high-end Italian shopping. In the bustle of the chic cobblestone streets surrounded by Buccellati, Fendi and Cavalli, it is walkable distance from anything (otherwise) important.

Sleeping in a good location for shopping and sites is great, but you can't beat the ultimate, and that is sleeping within the Forum itself at **The Fourtyseven**. On the grounds of the Forum, the exclusive Fourtyseven recalls Mastroiani, Modigliani and Guccione with a modern, yet austere twist. (Then peek out your 5th floor window onto nearby pre-B.C. columns). The Fourtyseven is rather hip so don't miss the opportunity to dine in the rooftop **Circus** restaurant at a table 'al fresco.' The view will have you reaching out to touch the illuminated monuments, as stunning at night as during the day.

Or stay at **Hotel de Russie**. Glamour, grandeur, and a central giardino is a Berluti kick from the Piazza del Popolo and Via Corso. Pricey it is, but 'the place' if you can swing it. Stay there only if they don't have a booking for you at the Vatican private residences. And speaking of private residences, if you would prefer your own pied-a-terre for privacy and independence, and lets face it the coffee bar on the corner is better than any hotel room service, you might like an elegant neo-Baroque apartment called **Crossing Condotti**. There are five rooms available, each decorated to chic standards to match the neighborhood.

One can't really wake up on the wrong side of the bed at the **Hotel Baglioni** either. Sumptuous decor and their restaurant and lounge, Brunello, top the charts for going 'above and beyond.' If you're saving the euros for the shopping, then try the Inns — at the Spanish Steps and the Roman Forum — these locations mix high design with value conscious rates, and are perfectly located for the derring-do.

#### Where to?

If you had to do Rome in a day (its been done), here is what to consider:

- Zaha Hadid's new **MAXXI musuem** is a triumph of the moment. The 27,000 square feet museum is tucked into the charming Flaminio neighborhood, and features the best in 21st Century art. Its the minimalist counterpoint Rome has always needed and a must-see
- Start at the Colosseo. Romeis colusseum is so quintessentially Roman, those gladiator mirages will have you forgetting there ever was a Catholic church. Truthfully, the Colosseo is what makes Rome. (Join an Alessandra or a Luigi 'tour' just to skip the colossal queue).
- From the Colosseo, walk the length of Via dei Fori Imperiali toward Piazza Venezia for some of the most famous Roman (on the left) and Trajan (on the right) ruins you'll ever see. Be jealous that Romans get to drive past this every day on their way to work.
- Walk through the tiny narrow streets and discover the Pantheon and Trevi Fountain (throw a Euro in) before having a typically Italian lunch off of Piazza Navonna.
- Recommended as the best restaurant in Rome by romans, visit Pietro **Valentini**, at Via dei Pianellari 19, Phone: o6.6868565, where Pietro's family specializes in Roman delicacies from stuffed courgette flowers to their 'piece de resistance': homemade gnocchi with gorgonzola. They top the dish with very generous donations from Italy's white and black truffle forests. If you dine with Pietro at night he might sit at your table (one of only 5!), sing and offer you Limoncello.
- Walk off those delicious gnocchi along the bank of the Fiume Tevere, but don't cross to the Vatican side until you reach Ponte St. Angelo, where you are blessed with one of the most beautiful views in Rome incorporating the river, Castello St. Angelo and perfect photo opps of Vatican City and St. Peter's Basilica. Castello St. Angelo is one of Rome's only remaining medieval structures. It is impressive, but remember, you're on the left bank to experience those ceilings in the Vatican.
- There are only two ways to get through the winding lines of people at the entrance of the Vatican: one is to arrive in a wheelchair and enter via the exit where an opulent elevator awaits to whisk you right up; the other is to brave the queue. It does move, even if it looks painful. And the interior chambers of the Vatican are worth it, even if you bee-line it to to the Sistine Chapel to gaze at Michelangelo's wonder and that is all you see.
- If you can't brave the Vatican queue, do walk around to St. Peter's Basilica. You'll
  get the Michelangelo you were after in the elegant and beautiful 'Pieta', his famous
  sculpture of the Madonna and child. If you wondered where all the Colosseum
  and Forum's marble went when you were walking around those grounds, it went
  here, sequestered by the Popes to build the Vatican.

The **Non Solo Tarli** — Fiera di Roma on Via Cristoforo Colombo is a vast antiques market held only twice a year. It attracts the most serious collectors from all over Italy. In 2009, it runs from the 19-26th of June. With such a variety of goods, including furniture, china, ornaments, paintings and jewelry on more than 200 stands, it is easy to see why people travel so far. Plan your trip accordingly.

We like morning antique markets like **Porta Portese** in Trestevere and sunset from the Palatine Hill, but the best of Rome carries on well past dark. Evenings strolling the tiny streets, popping into a vibrant Trestevere enoteca or roaming the well-lit ancient Roman ruins around the Forum, Collosseo and Vittorio-Emmanuele are all formidable.

**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

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