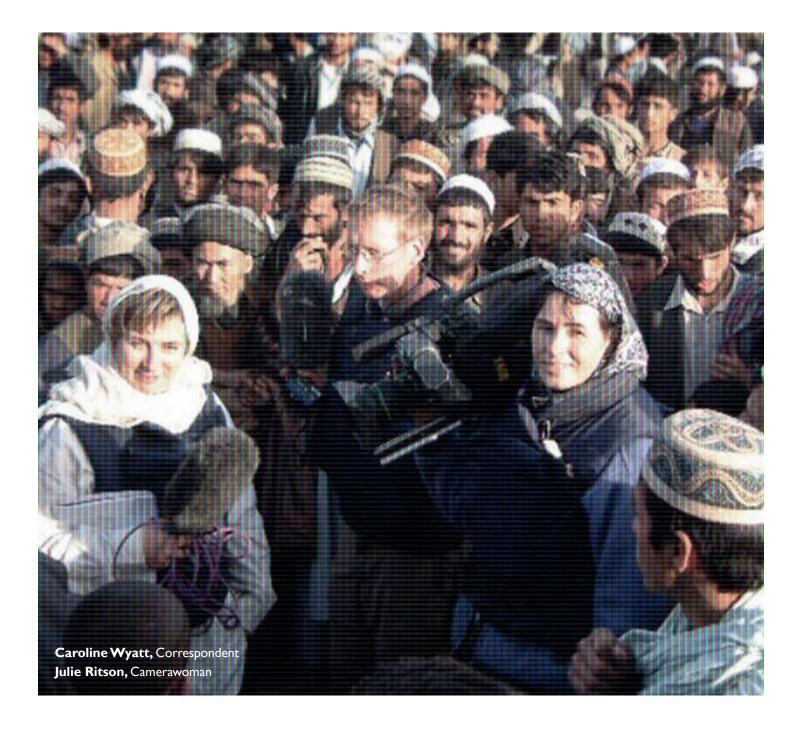
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NUMBER 2011

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Celebrating Innovation!

This marks **The Internationalist**'s sixth annual *Agency Innovators* edition and one of our favorite features to publish. Aside from discovering new talent and giving credit to some of the unsung heroes of the agency world who are instrumental to many marketing achievements, the portraits of these individuals helps to define the trends in innovation now.

This year, innovation is increasingly associated with:

- Delivering effectiveness
- Creating new means of measurement to better gauge success
- Navigating social media and other personal media options
- Understanding how to build better solutions on a global level

We, too, are proud that these 30 individuals represent an eclectic group; our definition of an Innovator has nothing to do with a person's age, geography or title, but with how they think differently, help their clients to communicate in new ways, and essentially change the business of marketing, advertising and media as we now know it.

We're adding another dimension to the Innovator honors. **The Internationalist** is planning its annual **INNOVATORS SUMMIT** in New York on November 17 to give the Innovators — past and present—a chance to meet and share new thinking with the industry. We're excited about highlighting such talent and providing an extraordinary global gathering to move marketing ideas forward.

The Internationalist also aims to track all of our past Innovators — many of whom go on to new heights in the industry. Take a look at them online at:

http://agency-innovators.typepad.com/agency_innovators_2010/

http://agency-innovators.typepad.com/agency_innovators_2009/

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Dahinter steckt immer ein kluger Kopf.

WHAT ARE TODAY'S PRIORITIES FOR MARKETERS?



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

In its annual report on the State of Marketing released this summer, the Chief Marketing Officer (CMO) Council sees a new commitment to marketing performance measurement, particularly in relation to digital effectiveness and social media integration as marketers seek increased accountability. The report is based upon the in-depth responses of 600 CMO Council members in 110 countries and was produced with the support of Deloitte and OpenText.

Integration, alignment, visibility and return on investment (ROI) are among the key requirements for marketing performance improvement according The 2011 State Of Marketing: Outlook, Intentions and Investments. Any resources or agencies that fail to bring innovation, technical knowledge or value-added thinking to the marketing equation are certainly at risk in today's environment. The survey results underscore how CMOs now require marketing analytics talent coupled with strategic planning and business development experience to better target, segment and then act on growth opportunities.

"While marketers have been focused on transforming their operations and customer engagements with hosted services and digital solutions, many have actually created a grab bag of siloed point-solutions that just proliferate Random Acts of Marketing," said Donovan Neale-May, Executive Director of the CMO Council. "Today's successful marketing organization is unifying its extended ecosystem, aligning more effectively with business and sales groups, and integrating campaign components to drive efficiency and more measurable outcomes."

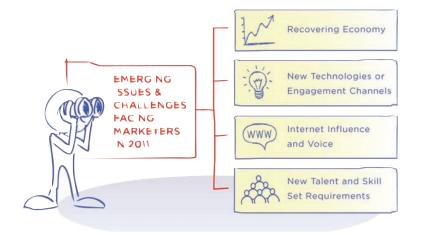
The report also concludes that marketing, as a function, continues to reach beyond the borders of branding. CMOs surveyed indicated a growing authority in such areas:

- Strategic planning and forecasting —74%
- Business development and collaborating 46%
- Pricing 36%
- Distribution/channel management 36%
- Product design and specification 27%
- Pricing 36%
- Distribution/channel management 36%
- Product design and specification 27%

This growing authority matches the rising expectations on marketing leaders to driving business growth and revenues. Among the top deliverables for CMOs are:

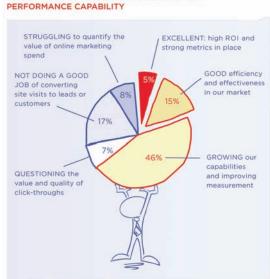
- Driving top-line growth —- 46%
- Growing and retaining market share 45%
- Better defining brand value 31%

According to one in four marketers surveyed, marketing spend is being influenced by a shift to digital media and online marketing effectiveness. However, just 5% of respondents claim high marks in regard to their current online marketing performance capabilities. To improve the situation, those surveyed are planning headcount increases in interactive design, online advertising, search engine marketing, web analytics, and integrated campaign management.



Digital Marketing Effectiveness & Social Media Integration, Measurement & Alignment





Cost cutting and operational efficiencies are also an important mandate for marketers participating in this survey. Specifically, some 64 percent of respondents will move to improve customer segmentation and targeting. In addition, according to the respondents, steps being taken to manage impact and value of marketing in 2011 include:

- · Investing in digital demand generation programs (43 percent)
- Further qualifying and tracking the conversion of leads (42 percent)
- · Exploring alternative media and new routes to market (41 percent)
- Upgrading the caliber and performance of the marketing organization (29 percent)

Interestingly, in lean budget years, marketers depended on testing and piloting campaigns to analyze potential modeling. In 2011, only one in four

marketers surveyed plan on heavily piloting programs. Yet, marketers participating in this survey also indicate they will not be looking at programs that analyze or measure performance more effectively as only 18 percent plan to leverage eMetrics and other online performance indicators, only 15 percent will conduct statistical analysis and predictive modeling to measure impact, and only 12 percent will implement closed loop systems to monitor acquisition impact and effectiveness.

"While marketers have been focused on transforming their operations and customer engagements with

hosted services and digital solutions, many have actually created a grab bag of siloed point-solutions that just

proliferate Random Acts of Marketing," noted Donovan Neale-May, executive director of the CMO Council. "Today's successful marketing organization is unifying its extended ecosystem, aligning more effectively with business and sales groups, and integrating campaign components to drive efficiency and more measurable outcomes," added Neale-May.

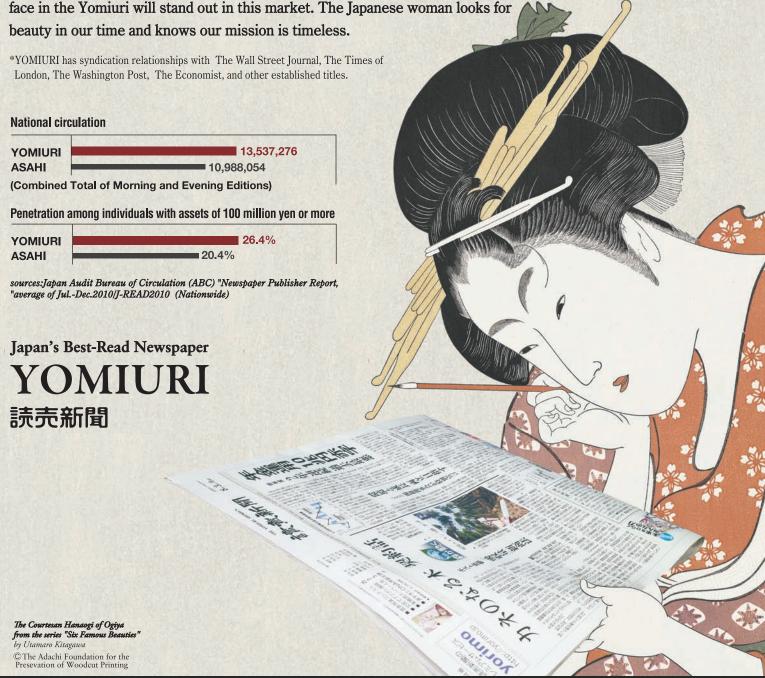
Marketing, as a function, continues to reach beyond the borders of branding. CMOs surveyed indicated a growing authority in high-value areas, such as strategic planning and forecasting (74 percent), business development and collaborating (46 percent), pricing (36 percent), distribution/channel management (36 percent), and product design and specification (27 percent). This growing span of authority matches the rising expectations on the head of marketing to driving business growth and revenues. Among the top deliverables for marketing are driving top-line growth (46 percent), growing

TOP AREAS OF TRANSFORMATION IN 2011



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and retaining market share (45 percent), and further crystallizing and defining brand value (31 percent).

Cost cutting and operational efficiencies are also specific management mandate for marketers polled. In order to increase the impact and value of marketing, 64 percent of respondents say they will move to improve customer segmentation and targeting. This will be critical as marketers responding to the survey are also looking to further invest in digital demand generation programs (43 percent), further qualify and track the conversion of leads (42 percent), and explore alternative media and new routes to market (41 percent).

"Companies are focused on operational efficiencies. To improve ROI, we are seeing marketers leverage technologies to collect and analyze data, zeroing in on improved marketing performance," said Christine Cutten, principal, Deloitte Consulting LLP and a leader in the marketing and brand effectiveness practice. "Early adopters are already leveraging advanced marketing analytics to help manage customers, markets and channels. But, as marketing evolves, we will likely see more use of advanced marketing analytics integrated into the marketing operational platform to enable delivery of optimized marketing strategies."

Marketers surveyed are also positive about budgets as 57 percent indicate an increase in this year's spending. In fact, 26 percent of marketers plan to boost budgets between one and five percent. While digital marketing and channel engagement will be drivers for marketers, digital media spend will likely represent less than 10 percent of expenditures, according to half of the respondents. Social media will likely be the biggest beneficiary of marketing allotments over 2010, with a majority of marketers increasing investments by over five percent. Other areas that may see greater than 5 percent increases in spend include:

- Search Marketing
- Search Engine Optimization (SEO)
- Online Video
- Online Banner
- Mobile

The State of Marketing Report also determined that almost 64% of respondents said they reported directly to the CEO, president or COO, while another 14% said they were accountable to a regional vice president, general manager or division/business group head. Among the respondents, 34% held CMO or Head of Marketing titles, while 33% held roles of Vice President or above.

The CMO Council is a global affinity network of 6,000 chief marketers who control more than \$200 billion in annual spend.



The 62-page report, the fifth edition marking the tenth anniversary of the CMO Council, can be downloaded for \$199 at http://www.cmocouncil.org/resources/forms/outlook_report/index.php?id=207

New Marketing Code Raises Standards for Marketers Around the World

New protection for Internet users – along with detailed standards for marketers selling to them – are highlighted in a newly revised code of global marketing practice from the International Chamber of Commerce (ICC), according to ICC's American national committee, the United States Council for International Business (USCIB).

The Consolidated ICC Code of Advertising and Marketing Communications, launched this September and made globally available online, serves as the foundation for national self-regulatory systems that monitor marketing practices and provide consumers with easy access to make complaints and redress problems. The Code was unveiled in Buenos Aires at an international conference on responsible advertising, hosted by CONARED, the Latin American Association of Advertising Self-Regulatory Organizations.

"Our Consolidated Code is recognized as the gold standard for self-regulation," said John Manfredi, chair of ICC's Commission on Marketing and Advertising and CEO of Manloy Associates. "This new Code expands the scope and reach of global efforts with rules that cover consumer rights and business's responsibilities online. It increases protection for children on the Internet and sets parameters for all advertising directed to them, and it adds safeguards for consumers' privacy and personal information."

Mr. Manfredi added that ICC, to make the Code accessible to everyone, has launched a website, www.codescentre.com, dedicated to self-regulation at all levels – global, national and regional. "It will serve business people, regulators, self-regulators and academics as well as consumers," he said. "Its purpose is to build trust for self-regulation by setting high marketing standards."

The Code sets out the do's and don'ts on many topical and difficult marketing issues including:

- Setting conditions and limits for online behavioral targeting of advertising (OBA), based on interest profiles created by tracking web browsing habits of consumers;
- Establishing restrictions on products that may be marketed to children and information gathered from them;
- Specifying guidelines for making responsible environmental marketing claims and creating sound food and beverage ads;
- Setting standards for ethical behavior and transparency on digital communications for the new technology players, including mobile operators, search engines, application developers, information aggregators and data gatherers;
- Protecting consumer privacy with clear guidance on consumers' rights, including the right to know what information is acquired by a marketer and the standards for the collection, use and safeguarding of personal data when it is collected.

"The newly revised Code demonstrates industry's continuing commitment to ethical marketing practice," said Brent Sanders, associate general counsel with Microsoft Corporation and chair of USCIB's Marketing and Advertising Committee. "Some of the most interesting revisions to the Code for U.S. marketers include those that harmonize for the first time at the international level provisions about online behavioral advertising [OBA], requiring transparency and control for consumers for their online data. This builds on pioneering OBA self-regulatory efforts here in the United States and expands them globally. Enhancing consumer trust in advertising is vital to a competitive and innovative marketplace."



representing enterprises from all sectors in every part of the world. It promotes cross-border trade and investment and the multilateral trading system, and helps business meet the challenges and opportunities of globalization. ICC enjoys a close working relationship with the United Nations and other

The International Chamber of Commerce

(ICC) is a world business organization,

United Nations and other intergovernmental organizations, including the World Trade Organization and the G20. ICC was founded in 1919 and groups hundreds of thousands of member companies and associations from 120 countries.

The United States Council for International Business (USCIB) promotes open markets, competitiveness and innovation, sustainable development and corporate responsibility, supported by international engagement and prudent regulation. Its members include top U.S.based global companies and professional services firms from every sector of our economy, with operations in every region of the world. With a unique global network encompassing leading international business organizations, including ICC, USCIB provides business views to policy makers and regulatory authorities worldwide, and works to facilitate international trade and investment.

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Vestas' Albaek Demonstrates Consumers' Interest in Buying Brands Made with Renewable Energy



Morten Albæk is Group Senior Vice President for Marketing & Customer Insights in the wind turbine manufacturing company Vestas Wind Systems A/S with direct report to the global CEO. Being responsible for leading Vestas' transformation from a product-oriented to a customer-focused organisation his global staff covers areas as Key Account Management, CRM, Product Launches, Global Marketing, Brand Strategy, Customer Loyalty and Emerging Segments.

Morten Albæk is born in 1975. In spite of an academic background in History and Philosophy, he started his career in Danske Bank, Denmark's largest financial corporation, where he after six promotions in six years ended up heading the department for Idea Generation and Innovation.

Since joining Vestas 1 January 2009, he has revolutionised business-to-business marketing through visionary and novel approaches.

WindMade™, first ever global consumer label for a single renewable energy source designed to unlock the potential for wind energy among global consumer brands, and the first ever consumer label to be endorsed by the United Nations, was created by Albæk with a coalition of global partners. The Corporate Renewable Energy Index and the Global Consumer Wind Study, respectively the largest ever analysis of global corporations' investments in renewable energy and the most extensive ever global survey of consumers' preference for use of wind energy, are examples of innovative concepts created to break down barriers for wind energy investments and demonstrate how Vestas as the true industry leader takes responsibility for building their core market.

Morten Albæk is a strong believer in one-to-one marketing using alternative channels, in building global collaborations and partnerships, and in integrating marketing with CSR, PR, sustainability and even philanthropy as catalysers for effective business development.

In addition, Morten Albæk is a prominent character in the Danish public debate about society related subjects. He is the author of two books and a professor at one of Denmark's largest universities, and he has as the only Scandinavian person been selected for the International 2011 list of the top 100 most influential CMOs..

Morten Albæk lives in Aarhus, Denmark, with his wife and two children.

Morten Albæk, Group Senior Vice President for Marketing and Customer Insights for the Denmark-based wind turbine manufacturing company Vestas Wind Systems A/S, is best described as a marketing revolutionary. His primary responsibility at Vestas is to transform the global wind energy company from a product-oriented to a customer-focused organization.

Despite (or perhaps due to) an academic background in History and Philosophy, Morten Albæk has created a career based on Idea Generation and Innovation. Since joining Vestas in January 2009, he has adapted a novel approach toward business-to-business marketing. WindMade, created by Albæk with a coalition of global partners and endorsed by the United Nations, is the first global consumer label to demonstrate that a brand has been created using a single renewable energy source.

Earlier this summer, Vestas, in cooperation with Bloomberg and TNS Gallup, announced the results of two studies — The Global Consumer Wind Study 2011 and the Corporate Renewable Energy Index (CREX) 2011 — that show the relationship between consumer demand for renewable energy in the products and services they purchase, and what corporations are doing — or not doing — to meet these demands.

Without question, a majority of consumers around the world recognize the challenge of climate change and believe in the value of renewable energy and the reduction of carbon emissions. The Global Consumer Wind Study asked 31,000 consumers in 26 countries about their preferences for brands made with renewable energy, as well as how energy decisions by some of the world's largest companies affect their choices.

Corporations may be responsible for a major share of global energy consumption; however, they often lack insight into consumer preferences for renewable energy. Consumers, in turn, rarely know what kind of energy is being used to produce the brands they buy. Vestas believes that transparency in energy consumption enables consumers to make informed choices, which will also influence how corporations act.

This consumer study coincided with the launch of the first global Corporate Renewable Energy Index (CREX) by Vestas and Bloomberg New Energy Finance. CREX provides transparency in global corporate energy use, including renewable energy, and is currently based on data from 176 respondents among the world's 1,000 largest listed companies. The CREX shows which companies are putting real investment behind sustainability. For example, Kohl's, Whole Foods Market, TD Bank, Swiss Re, Nordea Bank, Adobe Systems, Vestas, News Corp., CLP Holdings and Deutsche Bank are among the top-ranked companies who purchase the majority of their electricity from renewable energy sources, according to today's Index.

"The Global Consumer Wind Study and the Corporate Renewable Energy Index complement each other. The first one from a consumer demand perspective, the latter details corporate energy usage, which will allow consumers and corporations to make informed decisions based on facts," says Morten Albæk. "Transparency in renewable energy will not only be good for society and future generations:

**M*

**Index complement each other. The first one from a consumer demand perspective, the latter details corporate energy usage, which will allow consumers and corporations to make informed decisions based on facts," says Morten Albæk. "Transparency in renewable energy will not only be good for society and future generations:

**M*

Both studies can be downloaded at www.vestas.com/transparency

Morten Albæk is a strong believer in one-to-one marketing using alternative channels, in building global collaborations and partnerships, and in integrating marketing with CSR, PR, sustainability and even philanthropy as catalysts for effective business development.

He is the author of two books and a professor at one of Denmark's largest universities. **The Internationalist** is also proud to list him among **THE 100**, **The Internationalist**'s annual list of today's most influential CMOs.





"Kohl's, Whole Foods
Market, TD Bank, Swiss
Re, Nordea Bank, Adobe
Systems, Vestas, News
Corp., CLP Holdings and
Deutsche Bank are
among the top-ranked
companies who
purchase the majority
of their electricity from
renewable energy
sources"

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



October marks the start of a number of senior executives in new key roles, particularly at Group M. Antony Young begins as CEO of Mindshare North America in New York with responsibilities for 800 employees in five US cities, plus Canada, while Ian Rotherham will start as Global Account Director at MediaCom in London.

Antony Young takes on the

Mindshare role after 5 years of leading Optimedia's US operations. He moved to New York in 2006, after serving as the London-based CEO of ZenithOptimedia in the U.K.

He began his 20+ year international advertising career with Publicis Groupe in New Zealand for Saatchi & Saatchi, then relocated to Hong Kong in 1995 as Saatchi & Saatchi Asia's regional head of media. In 1996 he was appointed chief executive of Zenith Media, where he launched the network across the region. Under his leadership, Zenith Media Asia established China's #1 agency; twice won "Media Agency of the Year" and claimed Asia's first ever Cannes Media Gold Lion.



Ian Rotherham will take on management responsibilities for some MediaCom's biggest global accounts, ensuring development of strategies that will continue to deliver innovation, digital integration and, most importantly, business results," and guide local teams in deploying global strategies.

CHRISTIAN KUGELTO AOL

Christian Kugel, a past Internationalist Innovator from 2008 during his tenure as Senior Vice President at Denuo, is now the Vice President of Consumer Analytics & Research at AOL in New York. He moved to the Big Apple this summer from Chicago after nearly 6 years at Publicis

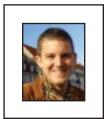


Group's Denou and VivaKi. During that time, he was responsible for helping Hewlett-Packard navigate the ever-changing emerging and digital landscape, while leveraging his extensive background in data and insights-based analytics in developing the agency's proprietary toolset.

Christian often talks about growing up on a ranch in Brenham, Texas. He jokes, "The results of spending my youth with activities like worming cattle, raising fryer hens and loading hay bales was two-fold. First, I knew from an early age that I did not want my long-term career proposition to consist of manual labor in the Texas sun. Second, it forced a certain amount of ingenuity. The reality is that living on a working ranch requires adept problem-solving skills."

MARK DIXON TO DENMARK'S ALLER MEDIA

Mark Dixon joins Aller Media (Denmark) in October as International Advertising Manager. Aller Media is the leading publisher of magazines in the Nordic Region; in Denmark alone, more than 2 million (out of 5 million) Danes read an



Aller magazine. The Aller portfolio comprises 32 weekly and

monthly magazines, including Elle, Q, and Søndag, as well as some of the most visited websites in the Nordic Region.

After three and a half successful years with Berlingske Media, Mark is relishing the opportunity to build Aller Media's international business.

Mark says, "I will be bidding a fond farewell to Berlingske, but am thrilled to have been given the opportunity to build Aller Media's international revenues. The Aller portfolio is a must for any advertiser wanting to connect with Danish women."



VINCENT TAM RETURNS TO DOREMUS HONG KONG

Vincent Tam, formerly Director of Client Services for Doremus Hong Kong (2008-2009) where he guided the agency's account group in day-to-day client management, creative development and strategic planning returns to Doremus Hong Kong as Managing Director this month.

He has a strong global background in B2B and B2C, with 15+ years' experience working in advertising and interactive agencies in San Francisco, Los Angeles and New York. He holds a degree in Marketing and Communications Studies from UCLA, and is fluent in English, Cantonese and Mandarin.

Since 2009, Vincent has provided management support and consultative services to aLanguageBank, a New York-based language service provider. One of his assignments was to offer multicultural navigation solutions for a government agency. Another was to manage the digital product launch of an online bilingual testing platform including its entry into the China market via Shanghai.

Doremus Hong Kong is listed in the famed *Guinness Book of World Records* for creating the world's largest building ad (for the Financial Times, Hong Kong). It services clients such as the CFA Institute, Barclays Capital, Credit Suisse, Danfoss, Standard Life Asia, the *Wall Street Journal Asia*, and the Hong Kong Mercantile Exchange, among others. Vincent Tam helped build and expand client

relationships with many of these clients when he was last at the agency. Doremus Hong Kong is part of the Doremus global network of business communications offices and part of the Omnicom Group.

JONATHAN HOFFMAN JOINS STARCOM AS CHIEF EXPERIENCE OFFICER

Jonathan Hoffman joins media agency Starcom USA as Chief Experience Officer, a newly created position focusing on idea generation and experience platform development within the media and



emerging technology landscape. In this leadership role, Hoffman will leverage creativity and ideas to boost the emotional relevance and effectiveness of Starcom's media-led experience plans. Operating out of the agency's global headquarters based in Chicago, Hoffman reports to Starcom USA CEO Lisa Donohue and will be a member of the agency's managing board and a member of Starcom MediaVest Group's Global Product Committee.

"We've known for years that the winners in this business will be those who can combine the left and right-brained to compete," says Jonathan Hoffman. "The message is absolutely inseparable from media, and in this job I feel I have the unique opportunity to build advantages for our clients based on that notion. I'm focused on unleashing the power of smart ideas across any and all aspects of human experience, and I'm charged with helping everyone else at this smart, creative company do the same."

He'll be responsible for working across the range of Starcom's client roster, helping to expand the agency's product beyond traditional notions of paid media to include earned and owned aspects of human experience as well. In this role, he will act collaboratively across disciplines and often act as a liaison to the creative and digital resources that reside in VivaKi and across Publicis Groupe.



Launch of a New Dagens Nyheter with Help from 20,000 Friends

This September, Sweden's largest morning quality daily newspaper got a facelift. For more than a year, Dagens Nyheter (Today's News) had been working with more than 20,000 readers to create a better newspaper. According to Gunilla Herlitz, Editor in Chief and CEO, "Newspaper readers are normally not so keen on changes, but I feel that the new Dagens Nyheter really has been created together with our readers. We have listened to their expectations, what they want to see more of and what they like.

The re-launched newspaper, which was first published in 1864, features a new graphic format as well as a completely refreshed arrangement of the content. The new Main News section contains news from Sweden and the World, including global economic and business issues closely related to politics and international affairs. One significant change is the addition of a new daily "personal-finance" page in this section.

The single largest improvement is the new Stockholm "STHLM" section, requested by the readers. The weekend edition also gets a completely new section — *DN Lördag* (Saturday) — dedicated to the pleasures of life: shopping, food, wine and cars.



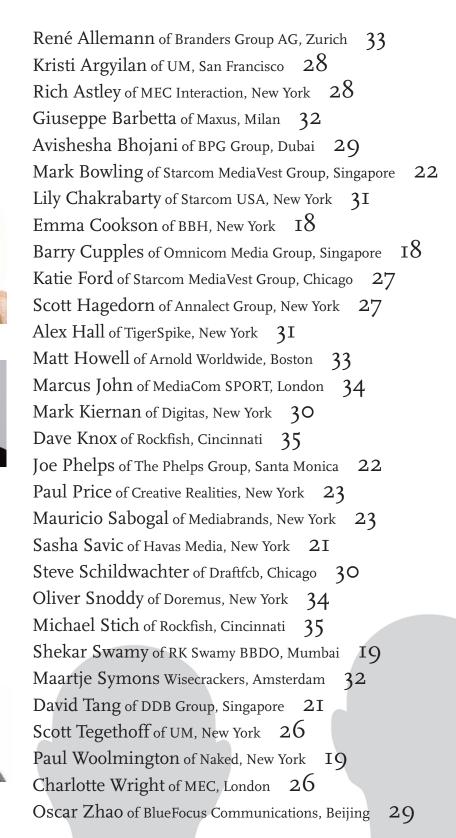
This marks **The Internationalist**'s sixth annual Innovators and celebrates 30 men and women from around the global who were nominated by their industry colleagues. According to their peers, the 2011 Innovators are leading lights—champions of multinational strategy, adept at innovative communications, individuals who think about advertising in new ways, and advocates of responsible brandbuilding. It is an eclectic group and one in which the definition of innovation knows no bounds of geography, age, or title within their organizations—large or small.

If there could be single trend that emerges from such a diversity of people and backgrounds, it is the excitement these Innovators feel for being part of so dramatically a changing world. Shifting consumer behavior, new technologies, an emphasis on effectiveness, and a myriad of media options in our ever-reshaping digital age does not daunt these individuals. They only see opportunities, and in many cases, build the tools to insure the results.





THE 2011 AGENCY INNOVATORS:







Barry Cupples CEO Omnicom Media Group—APAC

Barry Cupples consistently delivers.

Throughout his career at Omnicom, he has developed some of the top-performing media agencies throughout the various markets he's served. However, 2011 Barry has set a new milestone, largely due his strong belief in driving innovation.

Under his leadership as CEO for Asia Pacific, Omnicom Media Group had its most successful year to date in the region with an extraordinary 196 new business wins totaling a \$1 billion dollars in additional billings.

Barry launched three new industry-leading offerings across the region — Fuse, a branded content and sponsorship division; Ignition Factory, a high level strategic ideas company; and Flow, a digital marketing company. Given the importance of advanced training programs, he also championed both PHD University and U@OMG in order to insure that the agency's talent is "best in class."

He also re-engineered the way OMG operates by establishing a new Category Champions structure to develop shared leadership across the group in the areas of Digital, Trading and Accountability, Integration and Business Development, Branded Content, Insights and Public Relations. This move has inspired teams to think differently and deliver on a more integrated and highly-developed level.

And that's not all.

Other Omnicom Media Group initiatives included a project with the Singapore Government to pioneer the next development of Neuro Marketing. PHD launched MIND, an industry leading investment optimizing tool, and published two thought leadership books, Fluid and Thread. OMD launched Getting Social, a study on the latest trends in social media; Client Partner Centers, an automated client management tool; and Goal, a study on the benefits of World Cup sponsorship.

Learn more about Barry Cupples' ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/barry-cupples-ceo-omnicom-media-groupapac.html

Emma
Cookson
Chairman
BBH New York



There is little question that Emma Cookson possesses the extraordinary ability to get to the heart of an issue, immediately assess the magnitude of any nascent trend, and express even the most complex situation in the clearest and most visual of terms. There are few better skills for marketing leadership, and Emma has found an appropriate home for the last two decades at creatively-driven, independent agency BBH (Bartle Bogle Hegarty). Although a BBH veteran, she never fails to understand that "thinking differently" is critical to navigating in today's fast-paced world and delivering the kind of results that change perceptions.

Emma is not shy about urging 21st Century brands to innovate and risk standing out from the crowd if they wish to thrive and grow in today's dizzying marketing world.

She believes that powerful brand communications combines the qualities of Relevance and Difference. However, she's noticed that advertising around the world has over-prioritized Relevance, while failing to deliver sufficient Difference. She calls the result "Windtunnel Marketing" or advertising with all distinctiveness blown away, leaving a blur of brand-interchangeable imagery, copy and claims. Fortunately, Emma's sharp mind and understanding of the power of differentiation allow her and the agency to sidestep all manner of windtunnel sameness.

Under her leadership, BBH NY has been voted as the AAAAs (American Association of Advertising Agencies) mid-sized Agency of the Year for an unprecedented four consecutive years from 2007-2010.

Learn more about Emma Cookson's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/emma-cookson-chairman-bbh-new-york.html



Woolmington Founding Partner Naked New York

Paul Woolmington is a champion of innovative thinking, a veteran of the marketing, advertising and media business, and a gentleman in the sincerest meaning of the word. His thoughtful objectivity often shapes new directions for our industry, and his particular vision never fails to acknowledge the equilibrium necessary to reinvigorate the old and embrace the new when aspiring to find contemporary marketing solutions.

What role does innovation play in your marketing strategy today?

"Conventional wisdom claims that innovation can be judged by the outcome of an end product. But innovation neatly tacked onto the end result leaves an unstable base unable to accommodate ambitious goals. What allows us to carry out our plans to fruition is our innovative process one that is built to yield strong foundations and foster the most innovative solutions.

This includes:

- Brillant Misfits: We've taken our model of applying holistic brand and communications solutions to our people: people from different industries and with a variety of viewpoints but the same kind of critical eye to see the big picture in the brightest way
- The process: We understand that true innovation is more than just thinking about some final output, it's about the journey as much as it is the destination
- Do to think, not think to do: The traditional marketing model is that one must change a consumer's way of thinking in order to incite behavior change. We, on the other hand, are deep in the process of using the methods from cognitive behavioral therapy to advice clients on how they can take advantage of all the interactive and engaging technologies proliferating today to get people to act, and from that action let their thoughts and perceptions change".

Learn more about Paul Woolmington's ideas and interests, go to

http://agency-innovators.typepad.com/innovators_2011/paulwoolmington-founding-partner-naked-communications-new-york.html



Shekar Swamy Group CEO RK Swamy BBDO, Mumbai India

Shekar Swamy is the Group CEO of the R K SWAMY BBDO and HANSA companies, operating in India and USA. The Group comprises of 20 distinct services, employs over 1000 people and is an acknowledged leader. In his two-decade association with the Group, Shekar has helped build the business across a broad array of service offerings: 1) Advertising/Marketing Communications, 2) Interactive 3) Market Research and, 4) Data Analytics.

His knowledge of Brand creation and management, and his innate understanding of the DNA of Brands and the context of their markets, ranks him among the top Marketing & Communication strategists in the world today. He has helped major companies launch, manage and grow their brands and businesses significantly. Among them are Abbott Labs, Life Insurance Corporation, Mars Chocolates, Mercedes Benz, O'General, Gillette, Piaggio, Raymond, Sara Lee, State Bank of India, VISA, and WIPRO.

Shekar's experience and interest in cross-border communications has led him, along with Professor Don Schultz, to successfully develop a course on "Global Marketing Communication." Shekar and Don Schultz have been co-teaching this course to the Graduate students of Integrated Marketing Communications at Northwestern University's Medill School for the past twelve years. Given his contributions, Northwestern University inducted Shekar into the Alumni Hall of Achievement in 2002.

Shekar has been actively involved in developing the professional standards of the advertising, media and marketing business in India. He is a co-founder and past Chairman of the not-for-profit Media Research Users Council, a body that has been at the forefront of organizing media research in that country.

Learn more about Shekar Swamy's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/shekar-swamygroup-ceo-rksbbdo-mumbai-india.html

In 1970, a US company set out to advertise their soap in Saudi Arabia. The ad showed the following progression of pictures: a pile of dirty laundry on the left, a washtub full of soapsuds in the middle and a pile of clean laundry on the right.

But since Arabic is read from right to left, the ad was a total flop.

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.

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Sasha Savic **Chief Operating** Officer, Havas Media, New York

If anyone has earned the mantle of Internationalist, it is certainly Sasha Savic. After childhood and early years spent in Eastern Europe, he transitioned to an extraordinary career in the US managing international media for many of the Top 100 Global Brands from such multinational powerhouses as Procter & Gamble, Coca-Cola, Microsoft, Gillette, ExxonMobil, Intel, and Mastercard.

Known as a strategic thinker who deeply understands clients' needs, Sasha has become MPG's first Chief Commercial Officer, tasked with building revenue at several entities under the Havas Media umbrella, including MPG, Havas Digital and Havas Sports & Entertainment. He reports to Maria Luisa Francoli, Havas Media's N.A. CEO

Name an innovative idea or business solution for which you are most proud. I'm most proud of my design and deployment of the real-time communications model for Havas Media clients. The convergence of media and technology (including digital) has enabled us to create a continuous, instantaneous feedback loop—although the sheer volume of real-time data can be overwhelming. Yet we have been able to create a model that synthesizes this data succinctly, allowing us to translate it into business results for our clients.

Dictionary definitions aside, how would you characterize innovation in the work you do? "Innovation is the best way to stay in, and grow, your business. The lack of innovation is the easiest way to lose a client."

Why do people see you as an innovator? Throughout my career, I have never been afraid to challenge the status quo, and I am naturally curious. How could we do things better? What can we learn from successful companies in other industries? What haven't we thought of yet? What need does our client's product fulfill for their consumers? By constantly questioning, you're able to avoid standing still and getting too comfortable working a certain way. Last summer, I had the opportunity to fulfill a lifelong dream of attending professional film school at the New York Film Academy. The lessons I learned there about storytelling and context have been invaluable to the work I do with our teams and our clients, and I believe were unlikely to have come from within our industry.

Learn more about Sasha Savic's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/sasha-savicchief-commercial-officer-mpg-new-york.html

David Tang President & CEO DDB Group Singapore



David Tang believes that creativity should be harnessed for effectiveness. And he has proved this philosophy to work over and over again. DDB is the Most-Awarded Effie Agency in Singapore, and it has consistently been ranked as Number 1 in effectiveness.

He is considered the rock upon which DDB built its agency the last 12 years in Singapore by leading outstanding work for clients like StarHub, McDonald's, Uniqlo, UOB Bank, Health Promotion Board, Tiger Beer, Courts and M1.

His winning streak is nothing short of extraordinary. David has led DDB to be the top Effie agency eight years in a row at the Effie Singapore Awards 2004-2011. In fact, nobody has won more Effies than David, with his agency's haul of 15 Golds, 13 Silvers and 18 Bronzes over eight years.

Interestingly, David stumbled into advertising after starting his career in management consulting with A.T. Kearney. However, after 18 years now in his adopted field, David has been an unconventional force.

An evangelist for the industry, he rallies his teams; and is an enthusiast for work that will "catchfire," a term at the heart of DDB's objectives. There are no sacred cows for David. He advocates that everything should be challenged; his goal is to listen - and learn.

Twice awarded Advertising Professional of the Year (by Marketing Magazine in 2009 and the Institute of Advertising Singapore in 2007), David is a practitioner at work. Characterized as a blend of poet and killer, nothing stops him from seeking a powerful idea.

Learn more about David Tang's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/david-tangpresident-ceo-ddb-group-singapore.html



Mark Bowling
Global Director,
Human Experience
Strategy
Starcom MediaVest
Group, Singapore

"When friends or strangers ask me what I do," says Mark Bowling, "I tell them I solve problems in terms of business, marketing and communications. I bring people together to create the best ideas and roadmaps for achieving success, in a rewarding and stimulating working environment.

I'm a seasoned traveler, endlessly inquisitive, and constantly jetlagged.

I firmly believe social will fundamentally change the marketing and communications industry, and impact the agency landscape for decades to come. It's an exciting time to be involved in this dynamic industry." Mark Bowling's job may best be described as a "global holistic communications planning expert," while he works as an advocate of creating "best in class."

Why do people see Mark Bowling as an innovator? With a natural sense of objectivity, Mark Bowling always prefers to see the bigger picture. His creative solutions only become successful when he blends a sense of pragmatism with a new idea, therefore ensuring they have more effective impact. Bowling's role as the team's resident expert that understands people (not "consumers") requires him to constantly challenge the team's approach to solutions. Therefore he is frequently, and visibly, introducing new initiatives around the network. Although the creation of bespoke internal staff and client talent development programs fulfills him most professionally, one of the most innovative business solutions that he created was a Budgeting Framework tool for creating zero-based budgeting solutions for global marketing and media spending. The budgeting tool has saved countless hours, improved client connectivity, ensured fiscal diligence and reduced stress levels of the team all over the world! It is now used in the 86 countries where Starcom MediaVest Group (SMG) oversees the Samsung global business, and has become the gold standard for investment planning within SMG.

Learn more about Mark Bowling's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/mark-bowling-globaldirector-human-experience-strategy-starcom-mediavest-group-singapore.html Joe Phelps Founder/ CEO The Phelps Group Santa Monica, California, USA



Joe Phelps is an ex-rock 'n' roll drummer who founded a unique agency in the greater Los Angeles area. He's also the author of *Pyramids Are Tombs*, which describes his successful philosophy of agency organization. The intriguing title underscores how siloed, pyramid-type structures are a death-knell to productivity. "The typical organization's design has so much inherent conflict of interest," he says, "that people waste precious time talking internal politics, fighting budget turf wars, and such."

The Phelps Group serves a number of international marketers and is a long-time member of ICOM, one of the world's largest networks of independent advertising and marketing communications agencies spanning 50+ countries. Joe started his company in 1981, and it has been a pioneer in integrated marketing communication for the past three decades. The agency is known for its ability to integrate advertising, promotions and public relations across all platforms-- largely due to the way the company is staffed and organized with self-directed, client-facing teams that receive ongoing feedback throughout the development of any project. According to Joe, "We've always been true believers and relentless innovators in delivering for our clients what we call "All Communications. One Voice™."

Describing himself as a "Fun-loving guy," Joe nonetheless is genuinely interested in "helping to invent a better way to work, where people can perform at their highest levels while being rewarded properly for their contributions." He continues, "Whacky as it may seem, I'm driven to build something of lasting value that makes the world a better place." He believes that that #1 flaw in agency management is the lack of trust. "People respond positively to trust. It's a form of love. The more you trust them, the more they trust you, and it becomes an upward spiral. Today, unfortunately, there's not enough trust from top management in the people who actually do the work. Companies are using top-down, command-and-control structures—which hinders the processes and also hinders the performances."

Learn more about Joe Phelps' ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/joe-phelps-founder-ceo-the-phelps-group-santa-monica-california-usa.html



Paul Price
Chief Executive
Office
Creative Realities,
New York

Given his long history in marketing services management with a mandate to find solutions for global CMOs, Paul Price clearly understands today's marketing issues. "The biggest challenge now facing marketers is growth." Yet he also admits, "Growth is a subject that may sound simple, but the right solutions in these times are far from easy."

If the CMO's essential dilemma is thinking through how to grow, then Paul Price sees today's brand demands best characterized by a leaky bucket. "You must keep current customers loyal while using all variety of innovation to develop new ones. Satisfying growth also means entering new markets -- whether actual geographic markets or finding new distribution channels to the new opportunities in the digital landscape. All options, though, are a response to a core consideration: 'How can I create brand value in a challenging economy?' "

According to Paul Price, the best way to increase chances for brand success in the 21st century is to replace the marketing plan with an experience plan.

He believes this so completely that in May 2010, he took on the CEO role at Creative Realities, an technology company that creates experiences bridging the virtual and physical worlds to inspire the emotional connections that drive growth. The role is ideal; it combines his deep experience in multiple marketing services disciplines, geographies and business categories with a proactive, consultative approach to ensure the most effective and efficient outcomes for Creative Realities clients.

Already, under his leadership, the company has grown an impressive roster of S&P 500 companies, engaging its innovative experience planning, design and systems integration services.

"Brands," he says, "are perceptions formed by consumers as a result of their experiences of them. In the digital age, more perceptions are formed outside of a marketer's ability to influence them. In fact, the consumer is now more influential as a co-creator of the brand. We see this all the time through brand advocates and antagonists in a social media world."

Learn more about Mark Paul Price's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/paul-price-chiefexecutive-office-creative-realities-new-york.html Mauricio
Sabogal
President of World
Markets
Mediabrands,
New York



Mauricio Sabogal has an amazing number of industry honors and recognitions—ranging from one of "The Most Powerful Latinos in the Media Agency Business" to one of "The 100 Most Influential Colombians" to one of "The 20 Most Influential People of the Decade in the Advertising Business in Latin America." However, he has now moved beyond his beloved Latin America to an extraordinarily challenging role as President of World Markets at Mediabrands with responsibility for those 52 countries considered to be "emerging" or "fast growth."

Mediabrands (comprised of Initiative and UM) created a new structure earlier this year to group countries by business similarity rather than geographical location. Their three key clusters include: North America, G14 and World Markets. Mauricio oversees the expansive group of World Markets, which includes: The Middle East and Africa; Latin America; Asia-Pacific; and those European markets not included among the well-established countries in the G14.

This may be a long evolution from his 1990 start in Media Research at Nielsen Colombia. However, a background in data and audience measurement can only be a plus in today's fully accountable media world.

What role does innovation play in your marketing strategy today? "Innovation is the key element of the advertising and media industry today. Nothing else is as significant when striving to deliver measurable BUSINESS OUTCOMES. Today's world demands the application of innovative ideas; without them, our work will be left behind."

Dictionary definitions aside, how would you characterize innovation in the work you do? Today innovation in media must be characterized by: Results and Business Outcomes.

Learn more about Mauricio Sabogal's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/mauricio-sabogal-president-of-world-markets-mediabrands-new-york.html

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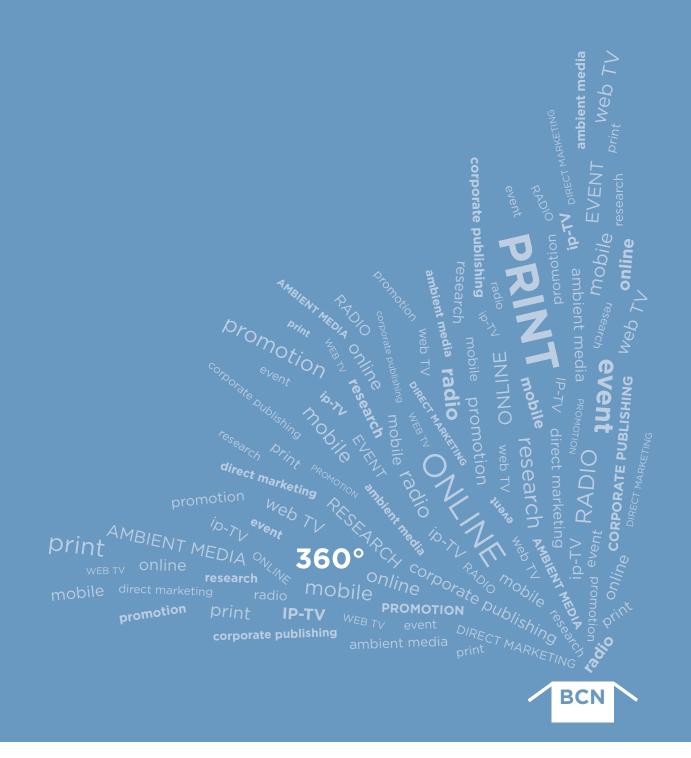


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Charlotte
Wright
Head of Strategy
MEC Global
Solutions, London



Charlotte Wright, affectionately known has Charlie by her friends and colleagues, has numerous advocates. She received many nominations for Agency Innovator, which speaks as much to the global influence of her work as Head of Strategy to her expertise and approach when interacting with teams and clients in numerous countries.

What role does innovation play in your marketing strategy today? "As an industry we're often too quick to put innovation in a box—whether it is characterized by developing 'three year innovation horizons' or allocating a percent of a budget to innovation. We should be braver, and leverage modern evaluation techniques to organically test ideas, and evolve those which are most successful into mass market platforms. Innovation and creativity should not be the purview of a few people, but a real culture which we embrace looking as much at the way we work as the output we create. Innovation needs us to go 'all in' and not dip our toes in the water."

What is the biggest challenge you face in applying innovative thinking to international projects? Processing the rate of change is the biggest challenge facing agencies and clients today, local or international it makes no difference. It's becoming less about creating a fixed idea and delivering it perfectly, but more about developing the start of an idea which can be implemented and evolved live. This is as much about developing new ways of working as it is about exploring new ideas or emerging channels, and it impacts every facet of agency life.

Learn more about Charlotte Wright's ideas and interests,

http://agency-innovators.typepad.com/innovators_2011/charlotte-wright-head-of-strategy-mec-global-solutions-london.html



Scott Tegethoff
President of Global
Product
UM, New York

After more than 20 years in the business, Scott Tegethoff is regarded as a "media guru" and possesses a unique understanding of the industry in general and UM's offerings in particular. As President of Global Product, he ensures that the agency continues to deliver best-in-class services – including planning, buying, analytics, and communications planning – to clients around the world.

Additionally, Scott continues to lead UM's Coca-Cola client relationship, as he has done for the past three years. He oversees UM's global relationship with the brand across 65 countries.

What role does innovation play in your marketing strategy today? With today's changing communication market, you innovate or die. Media marketing requires change every day in every country. Doing what you did yesterday is no longer enough.

What is the biggest challenge you face in applying innovative thinking to international projects?

The biggest challenge is moving teams out of their comfort zone via influence vs. dictate. Around the world, consumers and the media are changing faster than anyone's comfort level, so I need to help them see new ways of working, learning and listening.

Dictionary definitions aside, how would you characterize innovation in the work you do? Innovation is the way we mine consumer insights, it's how we use media in new ways to drive connections between brands and consumers, innovation is about procuring the most effective media at the best price and innovation is the way we hire and organize teams.

Learn more about Scott Tegethoff's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/scott-tegethoff-lead-of-portfolio-management-um-new-york.html

Scott Hagedorn CEO, Annalect Group, New York



In his 16 years in Marketing, Scott Hagedorn has excelled as a digital expert, brand planner, marketing strategist, direct response guru, agency leader and entrepreneur. No wonder he's so well suited for the brave new world of the Annalect Group. Scott is the engineer behind a daring effort to reformulate the principles of media measurement. However, the Annalect Group just might succeed in building the future infrastructure of the agency.

Now just one year old, Annalect Group, Omnicom Media Group's digital data and analytics organization, is focused on delivering "better consumer insights, more precise audience targeting and more effective media investment strategies." As CEO, Scott has brought together over 400 digital and analytic experts from across several OMG divisions — ranging from Media Analytics, Business Intelligence, Tools and Dashboard Systems, Econometric Modeling (Brand Science), Search to its Demand Side Platform (DSP) trading platform — to create a new, strategically focused, data-informed marketing platform. By aligning and leveraging the consumer and media data from Omnicom Media Group's \$2 billion in digital investments, Annalect is driven to deliver a higher level of consumer insight, while aiming to increase the efficiency and impact of client media investments.

According to Scott Hagedorn, "Social spaces, earned media, digital channels, new marketplaces — the concept of media has gone through a revolution, creating an imperative for reinventing the fundamentals."

Prior to taking on his role at Annalect, Scott was US CEO of PHD Network where his strategic vision and leadership helped PHD win two of the most hotly contested media pitches of 2010, GSK and Gap, making PHD one of the top agencies to watch in 2011.

Scott has had a number of past roles at Omnicom-from Managing Director of OMD East, a role that was redefined with a stronger focus on digital and analytics. During his tenure, OMD was awarded Global Media Agency of the Year and won top awards for digital creativity.

Learn more about Scott Hagedorn's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/scott-hagedorn-ceo-annalect-group-new-york.html

Katie Ford
Executive Vice
President/Managing
Director
Starcom MediaVest
Group, Chicago



Katie Ford oversees all North American (including the US, Canada and Puerto Rico) communication planning for the Procter & Gamble business. She leads the strategic development of 20+ brands across four business units, and has made significant contributions in driving digital thought leadership and strategic innovation.

She recently created a contact choice visualization tool to help inspire creative agency partners to maximize the message impact and interplay between Paid, Owned and Earned contacts. Earlier this year, Katie and her team created the world's first live beauty ad for Pantene that quickly became the envy in a cluttered category, debunking some product myths on national TV in a top rated reality show's LIVE season finale. This work was so innovative that it received a Shortlist honor at Cannes in 2011.

Katie also continues to drive scalable innovation in the mobile space with hyper-local targeting, m-commerce, augmented reality and using best-in-class behavioral targeting tools to aggregate niche audiences to drive impact to her client's business.

What is the biggest challenge you face in applying innovative thinking to international projects? Every challenge is really an opportunity, and one of the biggest opportunities that Katie focuses on in driving innovation internationally is embracing a scarcity mindset. With years of global experience, Katie has continuously witnessed smaller, less developed markets become much more receptive to understanding cross-border approaches and adapting innovation for their own market. They have a scarcity mindset with limited resources, including both budgets and people. These international markets are skilled at adaptation and driving net contribution improvement of an idea borne in another region and are passionate about how to build in local nuances and make the idea their own.

Learn more about Katie Ford's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/katie-fordexecutive-vice-presidentmanaging-director-starcom-mediavest-group-chic ago.html



Kristi Argyilan
Chief Transformation
Officer
UM, San Francisco

Kristi Argyilan practices what she preaches: that media and messaging should mirror the values of the brand. She'd also characterize herself a leader in "new world order" media channel strategy and marketing communications that comes from a "center brained" approach to every challenge that underscores a balance between intuition, insight and analytics.

The technology industry is constantly changing, and media concepts need to evolve at the same speed. Kristi has proven her ability to go beyond just keeping up with innovation; she has anticipated technology trends in her work with brands like HP, eBay, E*Trade, Vonage, and Progressive Insurance. As Lead of Transformation, Kristi helped operationalize Media 3.0, and now focuses on product transformation and the deployment of Media 3.0 globally.

In her previous role as a Global Managing Partner, Kristi managed global media investments and was responsible for setting vision and executing a new media model. In addition to her work as account lead for Microsoft, Kristi runs the UM San Francisco branch. She maintains close ties to Silicon Valley.

Dictionary definitions aside, how would you characterize innovation in the work you do? In my work, what really matters is delivering the most innovative combination of talent, tools, data and technology to the organization so more of our employees can deliver innovation in everything they do. In our organizational design, low value work is automated; investments in talent center on bringing a new point of view to our clients' marketing programs; and data and tools are designed to prove that the right innovations drive our clients business forward.

Learn more about Kristi Argyilan's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/kristi-argyilan-chief-transformation-office-um-san-francisco-1.html

Rich Astley
Senior Partner,
Practice Lead
MEC Interaction,
New York



Rich Astley serves as Senior Partner, Practice Lead for MEC's audience targeting and optimization practice. With the increased importance of biddable media supply sources, the proliferation of available data and the technologies that enable dynamic optimization, Rich's team is dedicated to staying one step ahead of advertisers' needs. He has a deep technical understanding of the digital media landscape with unique expertise in audience data, DSPs, ad exchanges and consumer privacy.

In 2008, Rich played a vital role in the transition of the AT&T business to MEC, leading the e-commerce team across Seattle and New York. During his time on the AT&T account, he has negotiated some of the industry's largest digital upfront agreements, established one of the first agency trading seats on multiple ad exchanges and led the agency as one of the first, and now largest, buyers of real-time-bidded inventory.

Rich has more than 10 years of experience in the media industry, after receiving his degree in international politics from Birmingham University. As a member of the technical advisory board to the MIG and digital advisory board to WPP, he has valuable experience helping to develop first-to-market solutions for advertisers.

Name an innovative idea or business solution for which you are most proud. In January 2009, I founded MEC's audience buying practice for North America. The goal was to create value for our advertisers by leveraging the latest technologies (e.g. demand side platforms) to target users across the web in real time. The outcome of this new approach was better targeting, reduced cost of media and better protection and control of our client's owned data sources. The business has grown from one initial test to 11 active advertisers spending over \$30MM a year-utilizing every major ad exchange and source of biddable media while working with over 15 different data sources.

On Monday, June 26th, the business grew into its next phase, becoming part of Xaxis, GroupM's global hub for audience buying.

Learn more about Rich Astley's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/rich-astleysenior-partner-practice-lead-mec-interaction-new-york.html



Oscar Zhao Chairman & CEO Blue Focus **Communications** Group, China

Oscar Zhao (Zhao Wenquan) founded BlueFocus in 1996 and the firm has now grown to be one of the largest local marketing communication groups in China with 14 brands, 24 offices and 1000 staff in Mainland China. BlueFocus provides marketing and public relations services to a stellar line-up of companies like Lenovo, Founder, IBM, Intel, HP, and APC. Mr. Zhao also uses his 20 years of experience to lead the group's subsidiaries in providing professional public relations services to such specialized industry sectors as finance, real estate, hightech, and fast-moving consumer goods. He also serves as an executive member of the China International Public Relations Association (CIPRA) and trustee of Communication University of China (CUC). Last year, Dentsu Inc. established a joint venture with BlueFocus Communication Group Co., Ltd. as it recognized how marketers in China are facing an increasing need for communications solutions. BlueFocus brings its national network of offices and expertise in the growing Chinese public relations market, as well as its media and government relations experience to the joint venture, while Dentsu and Dentsu PR contributes experience in PR planning and crisis management consulting.

In an historic move, BlueFocus also recently invested in Financial PR Group, Singapore's leading investor relations firm. According to Mr. Zhao, "The investment in Financial PR Group marks a significant milestone for BlueFocus as this is our first overseas acquisition. The service network of BlueFocus will extend to the entire Greater China region and Singapore market. This will be our starting point to actively seek expansion opportunities across the globe."

What is the biggest challenge you face in applying innovative thinking to international projects? I"With the high-speed growth of the Chinese economy, the standing and influence of Chinese companies in the world are also growing. China now has its own multinationals and quasi-international brands. More and more Chinese companies have made the Fortune 500 list.

Learn more about Oscar Zhao's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/oscar-zhaochairman-ceo-blue-focus-communications-group-china.html

Avishesha (Avi) Bhojani **Group CEO BPG Group (Bates** Pan-Gulf), Dubai



Avishesha "Avi" Bhojani never seems to tire. Perhaps it's because he was an avid runner during his school days. Or perhaps it's his unflagging passion for building businesses and building ideas. Nonetheless, the highly-motivated CEO has been transforming his agency and his clients since his arrival in Dubai in 1991. He is fond of advocating the need to find a different and smarter way of doing things, every day.

Name an innovative idea or business solution for which you are most proud. I am particularly proud of two business ideas that have transformed the city in which we are headquartered (Dubai) and the firm that I head (BPG Group-www.batespangulf.com)

Building Dubai as a tourism destination: In the mid 1990's Dubai could at best be described as a regional trade and transportation hub. Ten years later it had become a major tourism destination as well, one that had captured the imagination of the world. Two destination brands played a big part in this transformation – Dubai Shopping Festival and Dubai Summer Surprises. I had a key role in conceptualizing, launching and developing these two brands, as well an initiating a variety of business-focused ecosystems for Dubai.

Dubai Shopping Festival (DSF) leveraged two Dubai strengths; a well-developed retailing environment and high quality hotel and hospitality infrastructure. A citywide festival also required collaboration between business groups (retailers and shopping malls) that normally compete with each other; to enable this collaboration industry associations were formed, the Shopping Malls Group and the Gold and Jewelry Group. Two additional ingredients were added to the brand concept-- the chance to win big prizes and world-class entertainment. It all came together from the year of launch in 1996 and 15 years later the Dubai Shopping Festival remains a major tourism driver for Dubai.

Learn more about Avishesha Bhojani's ideas and interests, go to http://agency-innovators.typepad.com/ innovators_2011/avishesha-avi-bhojani-group-ceo-bpg-group-batespan-gulf-dubai.html



Mark Kiernan Senior Vice President, Marketing Digitas, New York

Mark Kiernan understands what it takes to move the needle for brands. He attributes his success to the inspiration he finds in today's "marketing renaissance." And a renaissance is something with which Mark is personally familiar, given his own professional renaissance. Mark started his career not as a marketing intern, but a student of DENTISTRY, among other keen interest in such disciplines such as French, economics and psychology.

What role does innovation play in your marketing strategy today? "As important as water is to life! To innovate, challenge, step back, turn around and look at things differently is our only line to not only survive but thrive as brands and agencies. As a result of the trends fueling the marketing renaissance, consumers today are faced with advertising clutter across all media consumption channels – from mobile to social to digital out-of-home advertisements. Marketers must rely on innovation to break through this clutter, leave a lasting impression on targeted audiences, and meet the business objectives of the brand."

Why do people see Mark Kiernan as an innovator? Fast forward: Mark has a proven track record of driving digital and business transformation of other marquee Digitas clients. His results-oriented approach to marketing solutions creates game changing business results and meets the complex customer acquisition, loyalty and retention program objectives of his clients. He also has a mastery of social, having designed, built and launched award-winning social marketing platforms.

Learn more about Mark Kiernan's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/mark-kiernan-senior-vice-president-marketing-digitas-new-york.html

Steve Schildwachter Executive Vice President DraftFCB, Chicago



Steve Schildwachter has a big fan base. His popularity, though, isn't only due to the far-reaching nature of his well-crafted and thought-provoking advertising blog, *Ad Majorem*, which shares how an executive at a large agency embraces the challenges and changes of modern marketing.

(http://admajoremblog.blogspot.com). Colleagues from every culture admire Steve, because he's a collaborator. His advocates consistently remark on his both sense of fairness and grasp of the "big idea" when working on programs throughout the world.

Steve's innovations are about connecting cultures and working with teams. He has put together clients from multiple continents and fostered agreement on a common campaign for brands that each marketed in very different ways. Together, with his encouragement, the group wrote a single positioning statement for each brand, took a hard look at the products in the portfolios, and then created an ad campaign that could be used all over the world. This is far more complex and far less common than we often imagine. In the same vein, Steve joined together clients from all over Latin America, pooled their resources to advertise on regional cable television-- reaching consumers much more cost-efficiently than before.

What is the biggest challenge you face in applying innovative thinking to international projects? "The trick working internationally has always been, and will always be, balancing global efficiencies with local market situations. Social Media will be an interesting influence on the global vs. local dynamic because it makes word-of-mouth go global via platforms like Twitter, Facebook and StumbleUpon."

Dictionary definitions aside, how would you characterize innovation in the work you do? "Marketing will always be driven by creative – the right strategy, the right message – but Media increasingly is an exciting laboratory for innovation. The landscape changes so frequently it's impossible not to innovate. The same principle that drives creative also drives innovation in media: collaboration. If we all worked in silos, we'd drown in our own grain."

Learn more about Steve Schildwachter's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/steve-schildwachter-executive-vice-president-draftfcb-chicago.html



Alex Hall **President** TigerSpike, **New York**

Alex Hall is a champion of Personal Media and one of the four original founders of TigerSpike, the young specialist agency that "builds closer relationships through technology" via their offices in Australia, the UK and the US. Alex considers himself an expert in consumer behavior and its links with technology. A true internationalist, he has 15 years of experience working across European, Asian and North American markets, and has been instrumental in driving the agency's impressive global expansion over the past 6 years.

TigerSpike's personal media technology solutions, which enable organizations to form closer relationships with their content users, have led to the agency's recognition by the Deloitte Technology Fast 50 during each of the last four years.

Alex started his career on the client side in both retail and FMCG/Consumer Products before joining the digital revolution. His consumer marketing and category management with Sainsbury's Supermarkets (UK) and Nestle Australia instilled a strong focus on the customer. This has helped provide critical insight when recommending and developing digital initiatives for TigerSpike's extraordinary array of blue chip marketers across all industry sectors and throughout all markets. Clients include: The Economist, PWC, Vodafone, Pepsi, Diageo, Time Out, Telstra, and World Wildlife Fund.

So what's Personal Media? Alex Hall defines Personal Media as the growing range of personal devices from mobile phones to tablets, eBook readers, and portable and home gaming consoles. Through a mix of messaging, mobile sites and applications, TigerSpike helps marketers communicate personally with consumers, while the content delivery on each of the devices differs dramatically. Personal Media technology can be used to improve productivity, increase sales, enhance brand identity, improve consumer experiences, deliver location and contextually relevant information, deepen engagement and reduce costs for both consumer and employee audiences.

Learn more about Alex Hall's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/alex-hallpresident-tigerspike-new-york.html

Lily **Chakrabarty Senior Vice President/Director** Starcom USA, **New York**



Lily Chakrabarty serves as a director on the Samsung Electronics team, and experience with international brands gives her a competitive edge in the ever-changing digital space on a global scale. She has worked extensively with technology client groups, and her ability to orchestrate dynamic marketing strategies underscores the key elements of innovation.

Why do people see you as an innovator? I would attribute any success I've made in innovation to energy. Call it the power of the "extra mile" or even call it relentlessness, but it's the passion for and pursuit of innovation that makes it possible. It takes work and genuine dedication to find things that are not on the surface, evident, clear for all to see, easy for all to get activated. That's often the only way to find the next best idea. Especially on a global scale, it is seldom easy to get anything executed without some customization to local markets and sensibilities; it is being relentlessly energetic about the ideas that helps get them to local consumers in the right ways across all these markets.

What is the biggest challenge you face in applying innovative thinking to international projects? A big challenge to driving innovation globally is to overcome comfort in the "tried and true." The safe option that can be justified using past experience and no one usually gets fired for is the quickest way to become complacent. Another challenge is that innovation sometimes starts as a tactical execution in a specific country, which makes it challenging to translate without changes to other countries. While the solution to the first issue lies in getting rid of some inertia, the second challenge can be solved if innovation is based on human understanding or experience that can be adapted in a similar way across many countries, thus making it innovative and impactful wherever it goes.

Dictionary definitions aside, how would you characterize innovation in the work you do? Innovation is about breaking the existing rules and questioning WHY something is the way it is. It is in the questioning that rules can be bent, broken and transformed into something magical that no one has seen before.

Learn more about Lily Chakrabarty's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/lily-chakrabartysenior-vice-presidentdirector-starcom-mediavest-group-new-york.html



Maartje Symons Partner / Media Strategy Consultant Wisecrackers, Amsterdam

Maartje Symons has both an insatiable curiosity and a desire to share what she learns. She also has a huge passion for media. Four years ago, she was one of the partners that founded Wisecrackers, dubbed a "creative Media Agency," that uses the eminently quotable Albert Einstein as its source of inspiration, but reminds us that business can be both fun and enlightening.

Both Maartje and the agency have adopted a business ethos that incorporates many of the unpretentious, yet "wisecracking" maxims of Einstein. A number can be found on the agency's website; among the favorites are:

- "The important thing is to not stop questioning."
- "Never lose a holy curiosity."
- "It's not that I'm so smart; I just stay with problems longer."
- "Bureaucracy is the death of any achievement."
- "Anyone who has never made a mistake has never tried anything new."
- "Insanity is doing the same thing, over and over again, but expecting different results."

It's uncanny how many of these saying have relevance to the business of marketing.

Name an innovative idea or business solution for which you are most proud. For me this innovation was big, but for someone else, it might seem very small. However I am most proud of my work for the Concertgebouw (the Concert Hall in Amsterdam). It took a year of hard, but enjoyable work to get this old institution out of its comfort zone. We discovered the boundaries of 'new' visitors and invited them to participate in the Dutch cultural environment in a non-traditional way.

Learn more about Maartje Symons' ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/maartje-symons-partner-media-strategy-consultant-wisecrackers-amsterdam.html **Giuseppe Barbetta**Strategic Manager
Maxus, Milan, Italy



Giuseppe Barbetta makes transitions seamlessly. He graduated with a degree in Literature, embarked on an agency career in research, and now is responsible for strategic planning for the Fiat Chrysler Group, which includes such iconic car brands as Fiat, Lancia, Alfa Romeo, Jeep, Iveco and Ferrari. He'd advocate that each discipline results in creating a stronger, overall skillset to contend with global strategies.

The combined companies of Fiat and Chrysler aim to produce 6 million cars a year by 2014; Fiat SpA has a 53.5-percent majority stake in U.S. automaker Chrysler Group LLC and is looking to combine the companies to create a global automaker. Certainly the new Fiat 500 or Cinquecento is making a big splash throughout the world. It's considered "smaller than a Mini, yet as Italian as a Ferrari for a twelfth of the cost."

J.LO (Musician and Dancer Jennifer Lopez) is helping sales in Fiat's return-to-the-USA campaign for the 500 Cabrio. Portions of her "Papi" video have been repurposed in the new commercial for the fun subcompact. Before directing potential buyers to FiatUSA.com, the ad teases viewers with: "Like the car? Go online. Like J.Lo? Get in line."

Certainly Fiat Chrysler's expanded scope keeps Giuseppe abreast of global media trends. Recently, he spoke at a Connect Alliance meeting on the sprawling subject of a "worldwide media point of view." When Guiseppe looks to our media future, he sees increased "blending"—whether it is between reality and the virtual world, through technology platforms that enable cross-media content diffusion or something as specific as greater combining of out of home with video. He jokes that "media habits are more like snacking. People don't entirely give up the old medium, they simple add the new... and then spend less time on each."

Learn more about Giuseppe Barbetta's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/giuseppe-barbetta-strategic-manager-maxus-milan-italy.html



René Allemann Branders, Zurich **Switzerland**

If René Allemann had to choose a favorite quote, it would be from Bernard Shaw: "You see things; and you say, 'Why?' But I dream things that never were; and I say, 'Why not?'" That simple expression has been a motivating force for René, who founded the Zurich-based consulting firm Branders in

With 20 employees, the branding agency creates, maintains and manages brands. He characterizes his staff as "a team of economic, psychology, and of course design specialists providing consulting for small, middle-sized and large companies." Branders is currently working on projects in Switzerland, the US and China.

René Allemann believes that every brand is unique and tells its own story. He encourages his Branders team to approach each project with candor, accuracy and a clear objective. Attention to detail is one of the many ways in which he respects the differing needs of brands as they face challenges in markets beyond their home country. Branders is also responsible for two international branding hotlines which encourage marketers throughout the world to discuss various branding topics and enquire about guidelines to insure a consistent brand appearance in every country. Intrigued by powerful brands and the people who create them, René recently extended his company's offerings to what he describes as an emotional branding magazine called The Brander. "Strong brands stand for a clear idea that they communicate across all touch points." Found online, The Brander highlights the people and the story behind a brand.

"We are surrounded by global, anonymous brands. Often nobody knows who the people behind a brand actually are. At the same time there is a growing trend towards authenticity and identification. And this is gaining importance in brand management." In describing the mission of The Brander, he says, "Therefore we are lending a voice to brands and their creators — the entrepreneurs, the CEOs, the designers, the inventors, the driving forces behind it all. What characterizes these people? What drives them? What is their recipe for success? We take a look behind the scenes and give the brands a face."

Learn more about René Allemann's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/ren%C3%A9allemann-ceo-branders-zurich-switzerland.html

Matt Howell Managing Partner, **Global Chief Digital Officer Arnold, Boston**



Matt has built his career at the intersection between marketing and technology. As Managing Partner, Global Chief Digital Officer at Arnold, Matt leads digital teams across the agency's global micro-network to ensure digital capabilities are integrated throughout each office. Arnold Worldwide, a global communications company, now has 18 offices in 15 countries. It is one of the top five most creatively awarded agencies of the past decade.

He arrived at Arnold from Modernista!, where he spent three years, most recently as President. While there, he ran the interactive group and successfully integrated digital practices into the core of the agency's offering.

Previously, Matt worked at R/GA and was responsible for award-winning work for Nike+, NikeiD and the Nike Online Store. He was also a part of the agency's expansion into Stockholm, Sweden. Matt began his career in traditional advertising at Ogilvy & Mather in London before transitioning to digital marketing in 1996. Since this time, he has overseen work for clients ranging from AT&T to Sony to Cadillac to Prada.

Over his career, Matt's work has taken top honors at Cannes, the One Show, the Clios, and others. He also sits on the Board of Directors at Boulder Digital Works at the University of Colorado, where he is a frequent lecturer.

Dictionary definitions aside, how would you characterize innovation in the work you do? I think the most important aspect of my job is creating an environment where bright, restless, motivated people can create their best work. So, much of my focus on innovation is directed toward creating opportunity and an environment where smart thinking can be realized. That means stripping away unnecessary process, sidelining unhelpful people, and working to provide access to skills, tools and technology necessary to bring beautiful, innovative ideas into the world.

Learn more about Matt Howell's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/matt-howellmanaging-partner-global-chief-digital-officer-arnold-boston.html



Oliver Snoddy VP Director of Digital Services. **Doremus, New York**

As Director of Digital Services, Oliver Snoddy supports Doremus, the business communications specialist, in all their digital activities — advising on media, technology and social media opportunities for a wide range of b2b clients. Although just 30 years old, Oli's already considered to be a world-renowned analyst focused on the implications of social media and social media research within the advertising and marketing sector. His insights have helped guide marketers to the most advantageous use of their campaign's social media findings.

One of his most notable accomplishments to date has been directing the team that conceived and seeded a corporate video for client Corning, which went viral on YouTube, resulting in almost 13 million views. Over a 30-day period, it became the second most shared video to Twitter, ahead of videos from Charlie Sheen and Lady Gaga. Today is ranks as the most watched corporate video of all time.

Entitled "A Day Made of Glass," the engaging video portrays a family in a single day -- from home to car to work and beyond-- using future technologies to create an easier, enriched life, made possible by new varieties of modern glass from Corning and its scientists. See it at: http://www.youtube.com/watch?v=6Cf7IL_eZ38

Originally created to stimulate the imaginations of key stakeholders about the possibilities of glass, the video is based on Corning's vision of the future—in fact, the very near future. The short film has taken the viral world by storm and attracted all manner of visitor from around the world to be enchanted by the possibilities "A Day of Glass" offers.

Learn more about Oliver Snoddy's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/oliver-snoddydirector-of-digital-services-doremus-new-york.html

Marcus John Global Head of **Sports** MediaCom SPORT, London



Not only is Marcus John the quintessential global executive, who has successfully built a career spanning all major continents with postings in Europe, North America and Asia, but he lives and breathes sports. MediaCom Worldwide recognized the benefits of these combined skills and interests earlier this year when the media agency launched a global sports entity and asked Marcus to lead the effort.

Both consumers and marketers are increasingly interested in what sports can deliver. MediaCom's new division was created in response to the power of sports to connect with consumers and the agency's recognition that clients must skillfully position and market their brands in this space on a worldwide basis as they seek measureable returns. While media agencies have been involved in sports locally and regionally in the past, MediaCom SPORT operates on a global playing field to link brands with rights holders.

Building a standalone sports business for one of the world's top media agencies is certainly an exciting task, but Marcus also sees the opportunity to add significant value to MediaCom's diversified client base. He says, "Establishing sports expertise within a media agency will ensure that brands who invest in sports rights also activate these properties to their full potential and integrate them across all their communication channels." Marcus oversees four key areas of services: Strategic advice, rights negotiation, rights activation and measurement.

Over the last decade, Marcus John held various senior executive positions at International Management Group (IMG), where he simultaneously ran the Asia-Pacific Consulting division and managed IMG's activities in China. He was responsible for some of the biggest deals in Asia including the Beijing Olympics' first deal to exceed the USD \$100million mark. Marcus advised clients on a broad range of brand, sponsorship and media issues, while attracting key new accounts like Diageo, Volkswagen, China Mobile, LG, Adidas and Hyundai. He also expanded IMG's advisory business footprint into new geographies, including China, Korea, Indonesia, Thailand and India.

Learn more about Marcus John's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/marcus-john-globalhead-of-sports-mediacom-sport-london.html

While it is unusual to name two individuals from the same office of a small agency, both Dave Knox and Michael Stich are big on ideas and their careers at Rockfish have been intertwined.

Dave and Michael were brought to Rockfish in 2010 by CEO Kenny Tomlin (also a past Innovator), to grow the company both in terms of capabilities and geographic locations. Together they opened the Cincinnati office in 2010. As CMO, Dave Knox leads marketing initiatives and business development at Rockfish, while Michael Stich serves as COO, overseeing client services.

Facilitating innovation is a passion point for both men, which has resulted in Rockfish Brand Ventures and The Brandery—two separate entities that approach innovation in similar ways.

Rockfish Brand Ventures is the venture capital arm of Rockfish, a new model of agency ventures that brings emerging digital innovations together with agency capabilities and client relationships. The goal is to provide clients with access to the latest in emerging digital media, help them apply it to their business, and offer them the option to invest to gain additional value from their marketing. Dave and Michael jointly conceptualized and launched Rockfish Brand Ventures in April 2011. It has made two investments in the past four months including Tap.Me, an in-game advertising platform, and MomentFeed, a localbased services analytics platform.

The Brandery is a non-profit seed-stage consumer marketing venture accelerator founded in Cincinnati by Dave Knox and three others. It was recently recognized as one of the top ten accelerators nation-wide by TechCocktail and will be graduating its second class of eight startups in October. The accelerator is focused on helping startups develop their business and brand by giving them access to some of the top brand marketers and agencies in the industry. Both Dave and Michael serve as mentors to the companies that are accepted into the program. (The Brandery is not a part of Rockfish.)

Founded in 2006 and based in Rogers, Arkansas, Rockfish provides strategic consulting, technology, mobile, design and digital marketing services to such clients as Walmart, Sam's Club, Cisco, Procter & Gamble, United Healthcare, EA Sports and Tyson Foods.

This August, WPP Digital, the digital arm of WPP, announced that it has agreed to acquire to acquire Rockfish Interactive Corp., subject to regulatory approval and the approval of Rockfish's shareholders.

Dave Knox CMO Rockfish, Cincinnati, Ohio, USA



Dave Knox strives to be a "Marketing Technopologist," a term that The Wall Street Journal coined to describe a person who brings together strengths in marketing, technology, and social interaction. His professional roots stem from being a classically trained CPG/Consumer Product Goods brand manager who also wears the hats of connector, technologist, and digital native. Dave bridges the worlds of Brand Management and Digital Media. He is also the author of Hard Knox Life, one of the first blogs to provide an insider's view into how digital was transforming the role of Brand Manager.

Learn more about Dave Knox's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/daveknox-cmo-rockfish-cincinnati-ohio-usa.html

> **Michael Stich** COO Rockfish, Cincinnati. Ohio, USA



Michael Stich has been recognized as an expert who is able to distill complex phenomena into simple, elegant frameworks that inform decision-making. He is tremendously proud of Brand Ventures, a new model of agency ventures that brings emerging digital innovations together with agency capabilities and client relationships. "The goal is to invest with our clients and start-ups, resulting in accelerated innovation and shared success. It's the first instance of investment between agency and investor, providing a new source of value between the two."

Learn more about Michael Stich's ideas and interests, go to http://agency-innovators.typepad.com/innovators_2011/michaelstich-coo-rockfish-cincinnati-ohiousa-.html

Show me the money

Ebiquity's Nick Manning discusses the media agency business, transparency and offers advice to marketers



Nick Manning Managing Director, Business Development

Before joining the group in 2007, Nick spent 27 years in the media agency world. In 1990 he co-founded Manning Gottlieb Media, which became one of the most highly respected and fastest growing media specialist agencies. It became part of Omnicom in 1997. Nick's most recent position was CEO of OMD's UK operation. He also co-founded OPera, the media negotiation arm for OMD and PHD.

Once upon a time the mysterious ways in which media agencies made their money were simply never discussed. Now there is more open discussion about rebates and the other benefits that media owners give agencies, but there's still comparatively little real scrutiny of the way money flows through the market.

Some advertisers are being given some of the non-trading benefits earned by agencies investing their media budgets and some are not, but there is as yet no clear pattern.

Client contracts that date back even a few years often do not deal with the issue at all, although many advertisers have now re-negotiated to ensure greater transparency; it is now also a fairly uniform feature of media agency pitch briefs.

Unfortunately, in recent years the media transaction chain has become less rather than more transparent for two key reasons.

Firstly, the level of rebates that media agencies receive has risen. The economic downturn of 2008/2009 triggered a significant fall in media-owner revenues. Some responded by increasing the Agency Volume Bonuses (AVBs) to incentivize

volume or share.

Paradoxically, the media channels that have increased rebates by the greatest amount are those that have seen their revenues eroded most. Print, in particular, has been at the forefront of this approach but there are also some eye-watering rebate deals for online campaigns.

It is estimated that media agencies are now making more money from AVBs than ever before. This is even after they have refunded some of the cash to those advertisers that have negotiated the return of rebates earned from their money.

The second reason that the media business has become less transparent is the creation of buying "supergroups" such as Group M and Vivaki.

Such buying groups not only oversee deals for the media agency brands they represent but also negotiate benefits for themselves, including AVBs, free inventory, later payment terms, research advantages and other forms of value.

Unfortunately, there is little transparency between the buying groups and the client-facing agency brands. As a result, the detail behind these deals does not generally find its way down to agency level. Since most clients don't have a right of audit at

group level, there is no way to follow the monetary trail from start to finish.

Impact on strategy

Rising AVBs are more than just a nice little earner for agencies, they also incentivise them to favour rebate-richer media.

Out-of-home may be recommended as a suitable vehicle, for example, partly because it tends to offer greater rebates than other media. And even within out of home. choice of creative unit or contractor can potentially be influenced in the same way.

If a media-buying group commits to deliver a certain volume of advertising to a particular medium or vehicle, there is also the danger that client monies may be inefficiently diverted to reach that target.

Brand owners need to understand which media channels offer the highest AVBs, and within those media channels, which media vendors and formats attract the most rebate. This varies enormously from medium-to-medium and country to country.

It might be thought that the involvement of procurement would put a stop to such machinations. However, the opacity of the mediabuying business poses some tough challenges for even the best financial sleuths.

They struggle with an agency culture that is not transparent and rarely volunteers up information. As a result, they have become suspicious of the evasion and tardiness they routinely encounter.

Confusion is exacerbated by the fact that some rebates are used as part of the media discount purchasing process as opposed to a year-end financial rebate. This especially applies to free inventory negotiated as part of a group deal.

It's particularly hard for advertisers to audit the value of the "softer" benefits that agencies negotiate, such as deferred payment terms.

Finding a solution

The first step to a solution is for clients to recognize the need to reward and incentivize their media agency properly for the work they carry out, with appropriate benefits for outstanding performance.

This doesn't just apply to media buying, although this is probably the most measurable element; agencies should be appropriately rewarded for strategic excellence, smart planning, the integration of channels and other vital disciplines as well.

Clients may want full transparency - right up to holding company level —but this can only be achieved realistically if the media agency is sufficiently well-remunerated to be able to afford to provide it.

Marketers and procurement departments must recognize that if the base level of remuneration is not sufficient to fund the services needed, it's not advisable to insist on full transparency.

Clients also need to concentrate on contract compliance; media agencies have traditionally not excelled in demonstrating full compliance, and this needs to change if the media agency sector wants to be viewed as a proper business partner.

Best-practice should involve quarterly certification of contract compliance, provided by people who have full access to all of the workings of the agency group, including at a local level, as compliance doesn't always trickle down to all media agency offices.

The vital component in the discussion between client and media agency is trust and this may require a truce on past ways of working as previous lack of transparency and less-than-full disclosure can contaminate the relationship.

The real answer, as ever, lies in thorough and honest negotiations and a crystal-clear contract that minimises ambiguity. This takes longer, is more complex and can cause tension, but given the scale of media agency appointments these days, it's worth taking a couple of extra months to finalise a long-term contract.

Media agencies are going through a transition from opacity to transparency. That process will take time, but with goodwill and honesty throughout the various stakeholders, the media industry can achieve the eventual goal of a more transparent, more responsible and professional way of working.

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Keeping Business Relationships on Track: An Interview with Simon Rhind-Tutt of Relationship Audits & Management



Simon Rhind-Tutt

Simon started his career in advertising with Benton and Bowles, working with blue-chip clients like Sony and General Foods before moving to Young and Rubicam - where he won an advertising effectiveness award for Fine Fare Supermarkets.

He subsequently joined Grey Advertising, where he became the first marketing director in a major advertising agency, and was part of the team that doubled the agency's size in three years.

Simon's career then took him into the design industry where he became marketing director of Michael Peters — which was then Europe's leading independent agency.

Two years later he set up his own packaging design company — Wickens Tutt Southgate — which rapidly became a top ten agency with a profile to match.

Simon sold his part of the business to set up Relationship Audits & Management at the end of the nineties.

In the current environment, the art of managing, developing and measuring the sometimes delicate state of business relationships is now a much-prized skill. Small wonder, since it's estimated that it's up to 20 times easier to get work from existing clients than to win new business.

Simon Rhind-Tutt, co-founder of Relationship Audits & Management (RA&M), has been at the forefront of assessing the state of these client/agency relationships since the firm launched just over a decade ago.

It advises not just clients who wish to benchmark and assess the quality of their agency relationships but also agencies which, with the help of an independent and well-informed third party, look to do the same. The format is either an independent assessment of the client/agency relationship or a system of training and licensing the methodology to the consultancy's clients to practice themselves.

We asked him about some of the key issues at play in this critical area of business.

Q: Last year, RA&M conducted over 7,000 assessments across the world, which gives you a privileged position to understand the dynamics of most business relationships. Why is measuring the state of a relationship so important?

R-T: New business can be very hard to come by in a highly competitive market, while losing a big client can have a massive impact on a company's fortunes. One agency's clients are, after all, another's targets. So determining the state of a relationship is all about asking the right questions. It's easy to focus on just the hard deliverables, which are important in any businessto-business relationship, but you can't afford to lose sight of the impact made by softer issues.

A study by Bain & Company found that between 65% and 80% of service buyers said that they were satisfied or very satisfied in the last customer satisfaction survey they completed for the service provider before they fired them. So our approach tries to guard against this, when auditing client/service provider relationships, by using a range of methods to delve more deeply into what is really going on.

Q: What frustrates clients most about their agencies?

R-T: Clients want their agencies to understand their business. This issue comes up in 90% of all RA&M interviews. This is hardly surprising, since an agency can't add value without having a clear picture of the business and the client's position in it.

Q: What are the fastest-growing areas of concern among clients?

R-T: In two words, brevity and accessibility. They're busier, there are fewer of them with greater responsibilities, and they increasingly possess shorter attention spans.

The other side to that is, because the pace of change is quickening, speed to market is becoming a competitive point of difference for clients. So they want to reach their suppliers or partners at the precise moment they need to - and not be fobbed off with voicemail or out of office messages.

The best agencies or suppliers are those who strive to understand how the client's time is spent and maximise what time they do have by delivering the right work at the right time based on a deep understanding of the client's business.

Q: Is the way agencies present to clients changing?

R-T: Definitely. Clients are facing PowerPoint overload. We are detecting a real desire for a return to good, oldfashioned storytelling — something that can inject greater emotion into the sell than a bland list of mechanical facts.

Q: What advice would you give agencies wanting to keep their client relationships as strong as possible?

R-T: We have found that quality of service is a contributory factor to 70% of client defections. So setting the standards and monitoring their effectiveness can make or break client relationships.

Too many agencies or suppliers don't attempt to set standards which define quality of service or communicate them to new and existing client relationship managers — let alone measure them. In most cases, it's just 'left to happen'. But standards can't be just imposed by senior management. They have to resonate with every staff member.

The other piece of advice is never to mistake client satisfaction for client commitment. Client satisfaction is never enough to stop clients walking out the door. Those who manage client relationships should push themselves to aim for and measure something more ambitious such as client commitment.

Agencies that identify the type of relationship a client wants from the start, focusing on doing it really, really well and who then avoid complacency by constantly monitoring and measuring the state of its health, will prosper.

I think we all could learn from the famous George Bernard Shaw quote when he said, "The only man I know who behaves sensibly is my tailor. He takes my measurements anew each time he sees me.

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From Hemingway's A Farewell to Arms to associations with Wagner, Goethe, Flaubert and countless famous Europeans, Lago Maggiore has a history of inspiring its visitors. So too did it serve to inspire over 50 of the world's leading publishers as they gathered at the 10th Annual Connect Alliance Partners Meeting to understand how the world of media has changed in the last decade and what's yet to come. Speakers included Andrea Tremolada, Worldwide Communication Director of Salvatore Ferragamo, Laura Maifreni, Head of Advertising for Molteni & C and Guiseppe Barbetta of Maxus with responsibilities for Fiat Chrysler.

















































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Flore Pilzer, Le Figaro; Laurent Briggs, Affinity Media; Julio Tortorello, Editora Abril

- Oliver Pargätzi and Andy Bürki—both Tages Anzeiger Takashi Saito, Nikkei Europe Kotaro Shiba of Nikkei Europe Robbert Kleijwegt, Esevier Media

- Moyfrid Oygard, Altenposten and Bernd Picker, IQ Media Marketing
 Ben Oakley, K.Media Spain and Jason Harrison, Telegraph Media Group
 Michele Beeckman, Roularta Media Group
 Julan Shuitemaker, NRC Handelsblad
 Jaime Sanchez, El Economista
 Victor Colomer Gutiérrez, Dixi Media

- 14 Thinippe Derpane, Audia Ta Media Group
 15 Constance Bucaille, Groupe Express Roularta
 16 Pierre Paul Van der Sande, FTP International and Rik De Nolf, Roularta Media Group
- 17 Marthe Cieters and Bruno DeConinck—both Corelio Publishing with Margarita Fernandez, Unidad Editorial
- 18 Sven Schrader, Köckritzdörrich
- 19 Yasuki Kawazoe, The Yomiuri Shimbun
- 20 Maria Moruno, La Vanguardia Publipress Media
- 21 Bob Breen, IQ Media Marketing and Thomas Andersen, Berlingske Media
- 22 Juan Jordan de Urries Gasset, Unidad Editorial
- 23 Sonia Sundeberg, Kauppalehti
- 24 Ivan Aguado, Dixi Media
- 25 Toine Van Herwaarden, Elsevier Media; Matijn Standaart NRC Handelsblad; Bob Stultiens, Elsevier Media
- 26 Gregory Plata, Dagens Nyheter and Ida Lindstrom, Bonnier
- 27 Laura Maifreni, Molteni & C and Myriam Vergne, The Economist
- 28 Bernard Kedzierski, K.Media and Maria Ingels, Dagens Industri
- 29 Rebecca Turner and Liz Werrey Easterbrook—both The Guardian News & Media
- 30 Neil Sartori, Journal Presse International
- 31 Liv Brandvoll, Mediasite and Trude Margel, Mediasite



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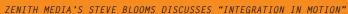












Steve Bloom, SVP/Director of Magazines at Zenith Media, admits to having a favorite quote: "When we dream alone it is just a dream, but when we dream together it becomes reality." He's come to believe the wisdom of this maxim after being charged with integrating Zenith's magazine and online divisions. And after 18 months of talking about content and putting an end to silos, he shared the results at an IAA-NY Chapter luncheon this summer. According to Steve, the key to integration is 1.) Training teams to insure there is a structure for success and 2.) Fostering an atmosphere of collaboration and a willingness to share ideas. With such a foundation, the rest is constant adjustment and adaptation—and then the new media concepts start to flow.

All photo identifications from left:

- 1 Paula Rolleston, Rodale Custom Content and Melissa Worrell, World Media
- 2 John Toth and Russell Carter—both The Financial Times
- 3 Chris Goldin and Nancy McDonald—both The Wall Street Journal
- 4 Steve Bloom, Zenith Media and Jason Hernandez, CBS Interactive
- 5 Janice Baio and Danny Lee—both Sports Illustrated
- 6 Patrick Williams, Worth and Brendan Ripp, Time



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THE INTERNATIONALIST ANNOUNCES THE LATIN AMERICAN 50

In an effort to acknowledge the region's best talent and inspire others to recognize Latin America's marketing potential and growing sophistication, The Internationalist named 50 marketing leaders now focused on South America, Central America, Mexico and The Caribbean. Some of THE 50 have pan-regional responsibility and are based in Miami, New York, Silicon Valley, Madrid or São Paolo; others are local role models—whether in large markets like Brazil or Mexico or in growing countries like Chile, Peru and Colombia. Several have a global focus but are clearly advocates for the region.

The LATIN AMERICAN 50 are marketers who think differently, create great work, use innovative media ideas and generate strong results. THE 50 and their guests were celebrated at a dinner this summer in Miami, made possible with the support of Publicitas /Charney Palacios, BBC World News and Kinetic.

All photo identifications from left:

- 1 Monica Ricossa with Roberto Ricossa, Avaya; Deborah Malone, The Internationalist
- 2 Grace Villamayor, Hertz International and Christine Valls, American Airlines
- 3 Lissa Leader, BBC World News and David Preciado, Hertz International
- 4 Julian Porras, Omnicom Media Group Latin America
- 5 Alina Menendez, American Airlines
- 6 Bruce Noonan, Beber Silverstein and Peter Vittori, American Airlines
- 7 Ricardo Monteiro, Reckitt Benckiser and Amelie Ferro, Publicitas/Charney Palacios
- 8 Claudia Damas, Kinetic and Andrea Padilla, Marriott International
- 9 Adriana Mendizabal, Visa
- 10 Rebecca Barba, Royal Caribbean Cruise Lines and Cristina Martinez, DLC Integrated Marketing
- 11 Kimberly Hutchinson, Casa de Campo; Fernando Cimato, Hewlett-Packard; Lori Folts, DHL Express
- 12 Ian Jarrett, Naked and Jinita Thakkar, ZenithOptimedia
- 13 Eduardo DeAlba, Publicitas/Charney Palacios; Silvia Prado, Logos PR and Diego Teran, MEC
- 14 Juan Luis Salvador, Rubbermaid; Marc Malovany, Kinetic and José Ruiz, Oracle

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

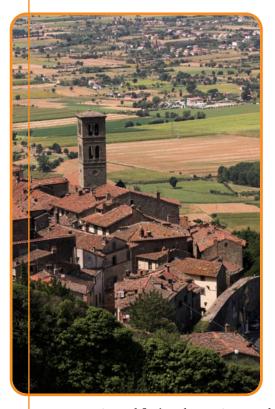












Autumn in Tuscany

Most visit the beautiful region of Tuscany in the summertime, when the heat sends shimmering waves across green and gold fields ringed by cypress trees standing tall like army sentries. Italy gets hot in the summer, and while that dip in the outdoor pool is a blessing, maybe a better idea is to check it out during the harvest season, while the days are still bright and the labors of summer have come to fruition. Not only are there less tourists, you can actually stroll in the Tuscan villages with the locals and experience the natural aura of the streets without breaking a sweat!

Tuscany is unique from the areas that surround it because of its spectacular landscape. With its hilly countryside, vineyards and fields filled with nature's bounty, its easy to understand why so many artists have been inspired here. Tuscany holds amazing museums for art lovers. A definite must-see is the amazing Uffizi Gallery, that holds some of the world's most breathtaking art. You will fall in love with Bottecelli's Birth of Venus and da Vinci's Annunciation. You'll want to move in, but you can't.

Festivals

In autumnal Tuscany there is a festival for everything. You want funghi? They got it. You want chestnuts? Try **Cortona**. Chocolate? Down in **Perugia**. Cheese, olives,

grapes, twigs and figs? It's happening over there. There's Lucca, where every window and doorway is covered in candles and becomes a beacon that is spotted from far away during the Luminara di Santa Croce. For food and wine lovers there is the Grape Harvest Festival where wine producers dress up and build floats in dedication to the local grapes. The streets and squares fill up with stalls where local food is sold, and you can stuff yourself silly.

One of the most charming places in Tuscany is the area around the beautiful old walled city of **Cortona**. To get there, drive up a mountain from the valley below to a walled city complete with tumble-down farmhouses and tavernas sporting cuisina rustica — a special kind of menu featuring local game (boar, rabbit etc), with pastas, all earthy and hearty and delicious. Situated high atop the winding roads above the city gate, you can feel the chill of the wind bite your cheeks as you survey the landscape for miles around.

Food

Maybe there is nowhere in the world where such delicacies are gathered in one place. You have amazing dishes like spaghetti primavera, prosciutto e melone, lasagnas, traditional pizzas and of course truffles! And more truffles. Truffles galore. Sniff out the best of those truffles at the San Miniato White Truffle Festival, help on weekends from mid-late November every year. Tucked in between Pisa and Florence, San Miniato is one of those heavenly little places you picture Julia Roberts and Julia Child waxing lyrically about to their friends over their 3rd glass of Montepulciano.

Speaking of Florence, traditional family restaurant in Florence is the Vini e Vecchi Sapori, which is a family run place with exceptional dishes at affordable prices. You feel like a part

of the family here and if you come for second helpings the staff will remember your name. Be sure to make a reservation to this oasis of Italian cuisine. On your way, stop at the **Prada** and **Gucci** factory stores in **Monteviarchi**, where everything is 80% off and no one will ever know.

You can't spend time in Tuscany without indulging in homemade gelato. At **Gelateria di Piazza** in **San Gimignano** you get homemade ice cream made with the best ingredients. You can try the traditional types of ice creams such as pistachio and stracciatella or be adventurous and try their ice cream made on a local red wine. Yum!

Accommodation

A magnificent base while in Tuscany is **Villa Casa Paterna**. Yes we're biased — as its the first Hub Culture property in Tuscany available in Ven, our digital currency. This villa is situated between Rome and Florence and is surrounded by beautiful hills and fields. Out of here you have every opportunity to experience Tuscan life and all it offers. The owners, Cynthia and David — are Hong Kong/London/Connecticut transplants and will make sure you get the best experience possible. Truffles included. Save some for us!!

With special contribution from Marie Lundorf, Hub Culture's autumn intern.

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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