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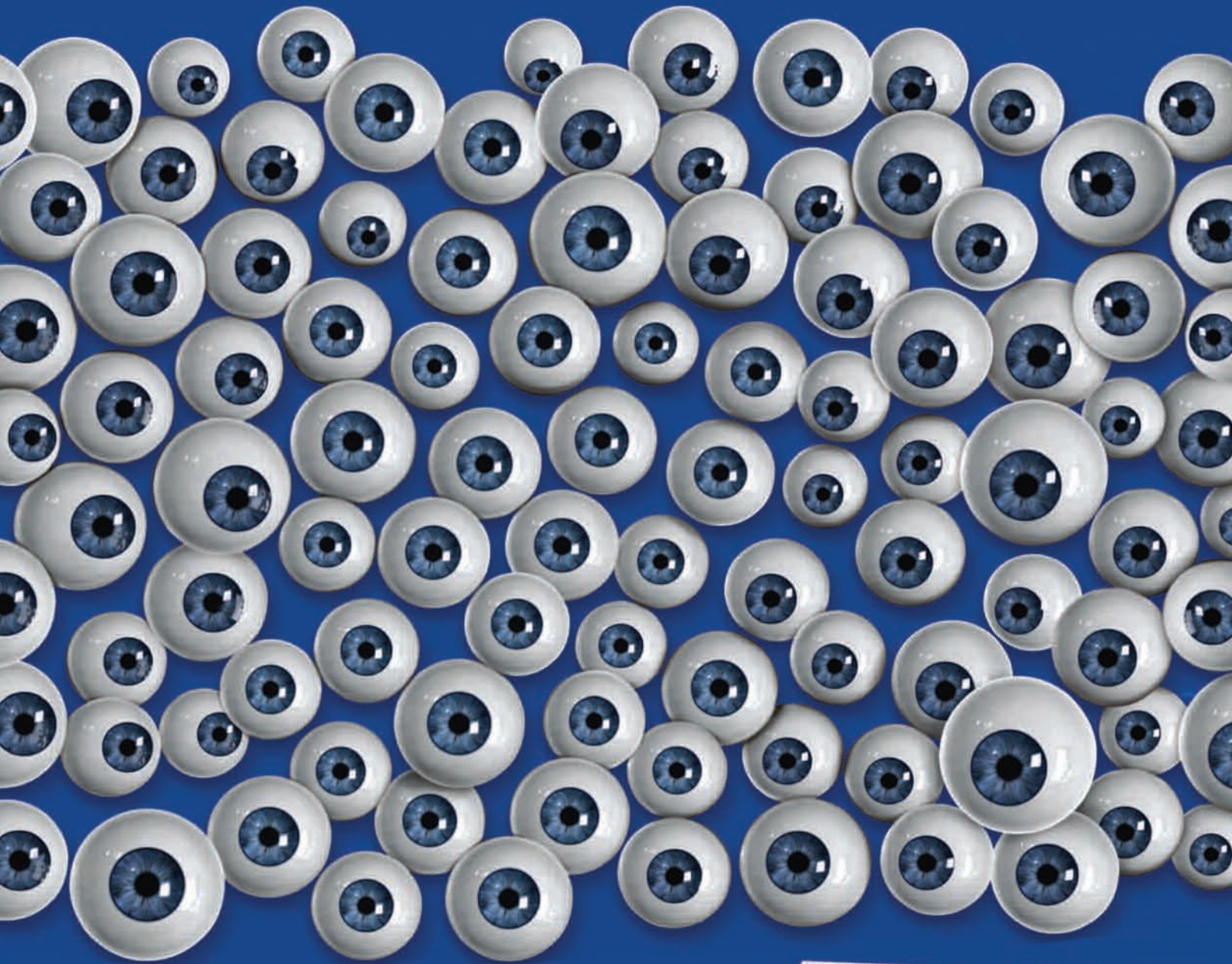
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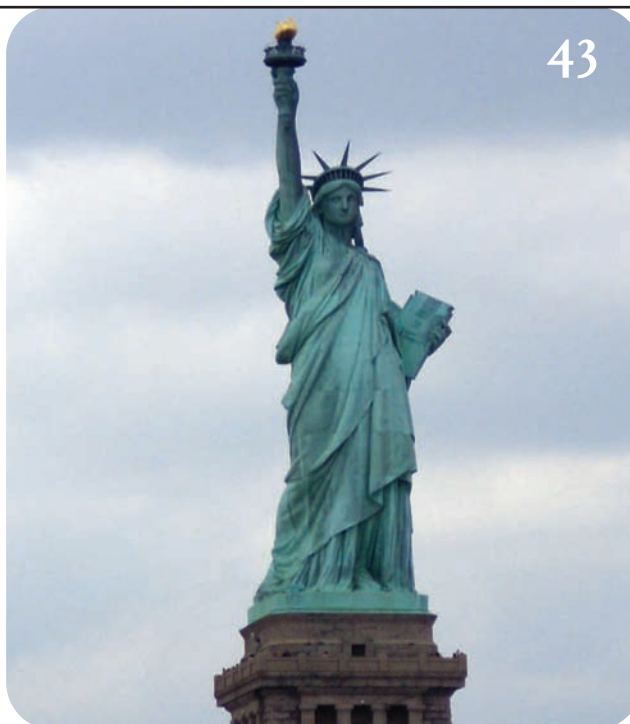
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Innovation Abounds!

This marks **The Internationalist's** fifth annual *Agency Innovators* edition with the largest number of winners to date. That's 30 individuals from around the globe who are thinking differently, helping their clients to communicate in new ways, and essentially changing the business of marketing, advertising and media as we now know it. It is also inspiring to recognize that innovation today knows no bounds of geography, age, or title within agency organizations throughout the world.

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 technology 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.

We heartily congratulate this year's 30 Agency Innovator winners.

Mark Beeching of **Digitas**, New York
 Cheuk Chaing of **PHD**, Singapore
 Saurav Chakraborty of **Digital Direction**, Mumbai
 Karl Cluck of **Mindshare Asia-Pacific**, Singapore
 Allison Coley of **MEC**, New York
 Lee Daley of **McCann Erickson Worldwide**
 Agnello Dias of **TapRoot India**, Mumbai
 Matthew Don of **Doremus**, London
 Anne Dooley of **Energy BBDO**, Chicago
 John Duban of **Starcom MediaVest Group**, New York
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Andrew McLean of **GroupM**, New York
 Deepika Nikhilender of **Mindshare Asia Pacific**,
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 Marc Schader of **MPG**, Madrid
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 Toby Southgate of **The Brand Union**, New York
 Angela Steele of **Starcom MediaVest**, Chicago
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 Kenny Tomlin of **Rockfish Interactive**, Arkansas
 Dick van Motman of **DDB Group**, Shanghai
 Andy Wasef of **MEC**, New York

Deb Malone
Publisher

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Inflights to Industrial



Geoff is a CEO in Sydney



Chiara is a fashion lover in Milan



Carol is already planning their next Florida vacation



Kurt designs auto electronics in Stuttgart



Marcos is an IT Manager in San Paulo



Amanda leads an investment firm in London



Sonja is a frequent flier in Munich



Anthony owns a restaurant in Napa Valley



Keita supervises air freight service in Osaka

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Learning From Las Vegas. Notes on the 2010 World Expo

By JANET CARMOSKY, THE CHINA BUSINESS NETWORK

Janet Carmosky is a career China business specialist. She moved to China in 1985, where she lived until 2003. She founded The China Business Network in 2008.

Fireworks in New York on July 4? Pretty enough. But I want more noise, more flash, bigger crowds, and an obvious historical context. Thanks to China, I've gotten used to having my symbolic moments more orchestrated. Something more heavy-handed, over the top, and obvious. Like the Beijing 2008 Olympics or the Shanghai 2010 World Expo.

Those of us old enough to remember Montreal '67's monorail and geodesic dome, the magic of the Unisphere as touchstone of New York's 1964 World's Fair, the Crystal Palace in Kew Gardens...well no one is that old. You get the point: the adolescent flush of newly felt power, shiny and bold; the magic of symbol large enough to walk through. Back before we were all jaded by theme parks, it meant something to be part of a nation that built monuments to its own economy.

Venturi/Scott Brown's 1975 book *Learning from Las Vegas—the Hidden Symbolism of Architecture*, was, among other things, a launch pad for the post-modernist doctrine that “Less is a Bore”. Architects of China's powerful cities, fond of gimmick, doodad, gesture, and Flashing Lights, have learned indeed. Some takeaways on Chinese taste, culture, and mood, courtesy of the World Expo—a temporary Vegas on the Huangpu:

1» China wants to be overwhelming. If it isn't Biggest and Most Expensive Ever, it's not worth doing. A site that would take a least a month to explore fully? Perfect.

2» Aside from the tip top of the market, “Intimate” and “Quiet” aren't the selling points. “On a scale of 1 to 10, the crowds are a 37” 热闹renao: “hot and noisy—is the term describing a good party. 100 degrees Fahrenheit, 95% humidity, blaring speakers, crowds nearing half a million daily for weeks on end, hour long queues in the hot sun? Let's get a bus together and go!

3» The USA isn't over. Despite coming together at the last minute, being architecturally uninspired in comparison to other country pavilions, and showcasing

almost entirely—aside from the Committee of 100 exhibition on the Chinese experience in America—its own corporate sponsors, the USA Pavilion still draws the second highest number of daily visitors. Historical context and symbolism in play here. See point 6.

4 » Nationalism is far from over. China is still the most interesting thing to Chinese. The number one pavilion is...well, guess. The most expensive one and the biggest one are both...The China Pavilion!

5» Chinese people are used to processing huge amounts of stimuli—so bring the bling. Flashy lights, a silly mascot, giant fiberglass animals, and the official China debut of World Wrestling. Gimme your crass, make it big, or let's forget about it.

6» History is always the context, and everything is symbolic. One hundred years ago, the sunset of the Qing Dynasty and the dawning of Republican China, China's reformists wanted to hold a World's Fair. As the stability-seeking CCP has made ‘China's 5000 years of continuity as a nation’ its ultimate Key Message, so does the success of the Expo (Biggest and Most Expensive) symbolize that China Today can do what Dynastic and Republican China could not. In the idealistic west we think that legitimacy breeds success. In China and other top-down situations, success often breeds legitimacy.

Speaking of historical context and symbolism, why was the World Expo, a concept more or less moribund in the

developed world, worth throwing some \$50 billion at?

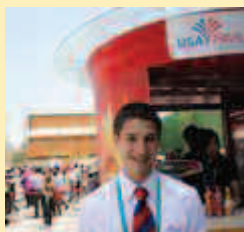
History: The Great Exhibition: Britain's declaration of global leadership, Chicago's 1893 Columbian Expo: coming out party.
 » New York 1939/renex 1964, Montreal Expo '67: more Anglo American splashouts of power.
 » The French in 1928 formed the Bureau International des Exhibitions (BIE) to spread—and regulate (what are the

French without bureaucracy?) an apparently moneymaking concept beyond the Anglo-American world.

Trajectory: Shanghai has breathed life into the World Expo movement because this is the 21st Century, and it belongs to China as did the 19th Century to England and the 20th to America. Also, Shanghai loves the French, and the Africans, and the Arab States, and Central Asians, and anyone they can do business with all over the world.

Bottom line: it's FUN to drive nails into the coffin of Anglo American dominance using a symbolic mechanism the Brits and Americans pioneered. It's FUN for Shanghai to compete with Beijing—you do an Olympics, we do an Expo. Besides, any city that would turn down \$45 billion in infrastructure money and an opportunity to play insufferably ambitious showoff—well, it wouldn't be Shanghai.

For My Summer Vacation, I met 5 million people!



Daniel Tedesco is a student at Drexel University, founder of the Global China Connection Drexel Chapter, and now is the Marketing Director for the GCC Central Management. He also spent his summer as a student ambassador at the USA Pavilion at the 2010 World Expo in Shanghai, where he greets and answers questions for the 400,000+ daily visitors to the pavilion. He was interviewed recently by Janet Carmosky, Founder of the China Business Network. Here are some excerpts from that conversation:

JANET» Daniel Tedesco is a student ambassador at the USA pavilion at the Shanghai 2010 World Expo. Daniel, most of what I hear about it is that it's insanely crowded. On a scale of one to ten, or on any other scale you want, what's it like? What are the crowds like?

DAN» On a scale of one to ten, the crowds are probably a 37. Every day around 400,000 people come in. The USA pavilion is the second most popular pavilion, next to the China pavilion, so it's always incredibly crowded. Every day the USA pavilion tries to pump through about 35,000 people, and that's about—on average—500 people every ten minutes. Every ten minutes 500 people get pushed into the first room, and there's four rooms in total. So at any given moment there might be 2,000 people in the USA pavilion. It's pretty crazy.

JANET» And what exactly do you do, and how many student ambassadors are there assisting in this massive flow of people through four rooms?

DAN» In total there's 160 student ambassadors from all across the US. We're the first group, we're here from April until

August. It's a group of about 75 students. My job in particular is to rotate through the different rooms and different areas where they need help interacting with guests.

JANET» Are there a lot of international people from all over the world coming?

DAN» There really aren't that many people from around the world. I would say 95% of guests in the park at any given time are Chinese citizens. It's really an overwhelming amount of Chinese citizens, but it's really interesting for us as American students to interact with this cross section of China on a day-to-day basis. A lot of what we do are introduce the different programs in the USA pavilion, so we get up there and—all in Chinese—introduce ourselves every ten minutes to a group of 500 people, and try to keep them entertained and happy after waiting in line for three hours in the sun.

JANET» So you've got this great opportunity to be in Shanghai in the summer. I know you're also an officer of the Global China Connection (GCC), which is my favorite student organization. Are you organizing any activities for the GCC

in Shanghai, or any activities about what you've done for this summer when you return?

JANET» Actually this is the first summer where we're really setting up long-term committees to whole different programs and reach out to different organizations in different cities around China, Shanghai being one of them. But GCC is, as you know, an entirely student-run non-profit based out of Columbia University in New York, with 40 chapters around the world. Really what we're trying to do is trying to get Chinese and non-Chinese students to interact while they're students so that when they graduate and become business leaders and political leaders they have these resources and connections with new friends and an understanding of how each other thinks.

JANET» Have a great time. Anything else to say before I release you back into the *Ye Shanghai*, the Shanghai Night?

DAN» *Huanyin lai dao meigu.*

JANET» That's "We welcome you to visit America," in Chinese. I'm sure you say that several thousand times a day!

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The Exploding Digital Landscape

According to eMarketer's Geoff Ramsey, internet media spending hit a high in 2008, which will not return again until after 2014. He cites US figures that show a 2008 peak of \$191.7 billion. His estimates suggest that 2014 will generate \$178.8 billion—again less than the 2008 expenditure high point. This year's numbers will end up at around \$166.5 billion, which represents an 11% increase over last year. (Yet 2009 figures had declined by 15.5%.)

Confused?

Geoffrey Ramsey, CEO & Co-Founder of eMarketer—the research company that not only amalgamates, but makes sense of existing digital media studies, is the consummate keynote speaker. He is knowledgeable and passionate about his subject matter, dramatically underscores the significance of key trends, uses plenty of current examples, and infuses wit and humor to keep an audience interested in data. It's no surprise that Geoff Ramsey is invited to share his insights at most major marketing events. He recently discussed "The Exploding Digital Landscape" at the ANA's summer Social Media conference.



Contact: Geoff@emarketer.com
TWITTER: @geofframsey

Yet, a study by the Alterian group claims that over 33% of global marketers say they feel "minimally prepared" to take advantage of new techniques in digital and social media.

Ramsey is great at getting one's attention by using data to demonstrate the complexity and fast-changing nature of the business of digital marketing and media. He'd also say that it's all part of the roulette wheel of today's digital trends. So what do these internet-spending numbers signal? Or as Geoff Ramsey puts in, "Are we in a cycle or a cyclone?"

Given the recent economic fallout, he'd opt for cyclone. In fact, media money is shifting enough to cause significant change to all advertising models. He believes there are three key reasons underpinning these shifts:

- 1 The mandate for accountability is driving the need for more efficient media
- 2 The increased media fragmentation is forcing marketers to more niche audiences.
- 3 There is an undeniable shift to "earned media."

"Earned media" or "free media" contrasts with traditional "paid media" or advertising. Earned media is not new; PR and word of mouth have been around for a very long time, as has all publicity gained through editorial. However, the Internet and social media now make it much easier to literally "earn media" for any brand, product... yet the effort required to make this effective may be far from "free" or without cost or investment.

The "exploding digital landscape" reflects how consumers now are immediately adopting and easily using all forms of digital and social media without hesitation. The question becomes: Are marketers keeping up?

As all media go digital, and the roles of brand marketers, content publishers and advertising agencies continue to blur and converge. Old ad models will have to change. There are so many new specifics to consider. For example, will we start to see an ROI for social media marketing? Now that YouTube opened the floodgates for online video consumption, where is the opportunity for brand marketers?

Today, online represents 15% of the total ad spend in the US, while in the UK it is even more significant—closer to 20% of total ad spend. According to Starcom CEO, Laura Desmond, "We are headed to a 50-50 world, where half of all spending goes to digital and interactive campaigns." Microsoft's Steve Ballmer has an even more dramatic prognostication: "Over time, all ad

money will go through a digital platform.” This kind of radical change is creating tumultuous upheaval for the entire media and marketing ecosystem, from publishers to marketers to agencies and technology vendors.

Nonetheless, the shift is occurring. Look at some of these statistics from varied sources:

28% of US marketers expect to shift at least some of their traditional marketing budgets over to digital (eMarketer- Feb, 2010)

59% of US marketers plan to increase budget for interactive by pulling funds out of traditional media (Forrester- March, 2009)

70% shifting fund from traditional to digital media (Outsell- June 2009)

This year, US firms will spend **\$63 billion** on their own Web sites, largely funded out of traditional media budgets. (Ramsey advises to be aware of the “hidden” aspect of \$63 billion—that more than is spend on National TV advertising in the US.)

Here are some other interesting statistics about social media from the point of view of the consumer:

57% of those Americans who go online have created a social media page. With a key demographic like Millennials, the number rises to **87%**. (The Millennial Generation is also known as Generation Y, Echo Boomers or the Net Generation. Birth dates range from the mid ‘70s to early 2000s.) According to Dwell Strategy + Research, 78% of Affluents online have created a social media page, while 66% of mothers have done so, based on BabyCenter data.

Now look at the social phenomenon of Twitter. According to eMarketer data from April, of the 20 million active users, only 12% are U.S. adult Internet users. In fact, the information on “tweets” might make us more sympathetic to marketer confusion:

1/5 of those with a Twitter account have never posted a single tweet (Sysomos- June, 2009)

1 tweet Most users send only 1 tweet per lifetime (HBR- May 2009)

90% of Twitter volume comes from **10%** of Twitter users (HBR- May 2009)

When marketers are asked about their attitudes toward social media, confusion abounds. In fact **68%** say it’s “critical” or “important,” according to Alterian (Dec. 2009), while **63%** say it’s “overrated,” according to AdMedia Partners (Dec 2009). Yet **60%** of US companies do say they are doing something with

social media—to the point that \$1.5 billion is now being spent on social media, or just **6%** of the current total ad spend estimates.

“In other words,” says Ramsey, “these dollars not going to media like banners on Facebook, but to staff costs. It’s less about buying social media but more about how you can earn and own it.” He states that for **73%** of social media marketers, budgets are under \$25,000, according to SEMPO (March 2010). Also, less than 20% of marketers are measuring social media sites to see if they bring quantifiable results.

Much is being said about the prospects of both online video and mobile advertising, and although these are exhaustive subjects, here are some fast facts ala Ramsey:

According to Geoff Ramsey, every marketer can benefit from online video, especially since it is often more compelling than TV as a “lean forward” experience and offers higher recalls, due to a less cluttered environment. In fact, two-thirds of Americans go to online video sites, and keep in mind that every major new site now features video. However, the reality check is this only represents **1%** of total viewing now. If 5 hours a day, on average, are spent watching TV, online video is just 4 hours per month. The online video ad market is \$1.5 billion or **6%** of online ad spend, but it has 40-50% range for growth.

Mobile is also a big consideration today, not merely because \$6.8 billion globally has been spent on apps, but because of the marketing potential of location-based services on phones.

Foursquare already has 2 million users, while Gowalla on the Apple platform is growing rapidly, and Placecast is already creating advertising services. Yelp, Twitter and facebook are also planning on providing location-based service. Yet, according to Edison research, Only **7%** of Americans have even heard of location status alerts; only **4%** consider it “important.” However, we are moving beyond the consideration of simply the right message, but also now have to factor in the right location and right time.

So how does Geoff Ramsey sum this all up?

“The classic interruption model of advertising is going away and being replaced by voluntary engagement—largely through content that’s compelling enough to be a magnet.” He stresses that marketers have to refocus their efforts on capturing and measuring:

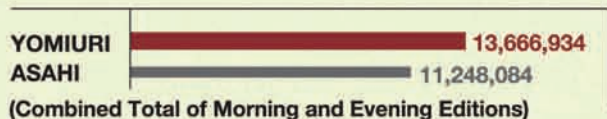
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Irving Plonskier is a marketing iconoclast. Never content with the way things are, he is always on the lookout for better ideas, enduring trends, and new methods that deliver results for his clients. This started during his years at Young & Rubicam and The Media Edge, and now translates to a new way of doing business at Sony Pictures Television.

After just one year in an expanded role as Senior Vice President and General Manager of Sony Pictures Television Latin America Ad Sales, a strategy he initiated during the industry's most dramatic downturn is paying off. Sony is partnering with brands in Latin America in new ways, and through Irving's efforts, this is a first for the region. He is convinced that his agency background is at the source of his invigorated sales perspective. Not only does he understand the kind of solutions that clients and agencies really need from a media offering, but he has the vision to recognize voids in the market.

new world of communications

Irving believes: "This is a new world of communications with benefits for everyone. The key question for marketers is: 'How do I touch consumers in different ways?' The Sony TV brand promise is to provide a dynamic connections with our viewers. My core responsibility is to make that happen for clients and agencies through creative ideas and meaningful experiences."

One such example is a program Irving and his team initiated for the Puig prestige women's fragrance, Carolina Herrera. Given the brand's interest in social responsibility and women's issues, Sony Pictures Television worked to create "Iniciativa SER" (The To Be Initiative) to encourage early breast cancer detection in Latin America, a region where only 10% of new cases are diagnosed through early recognition. Ms. Herrera became the primary spokesperson and a multi-platform/multi-channel campaign was born.

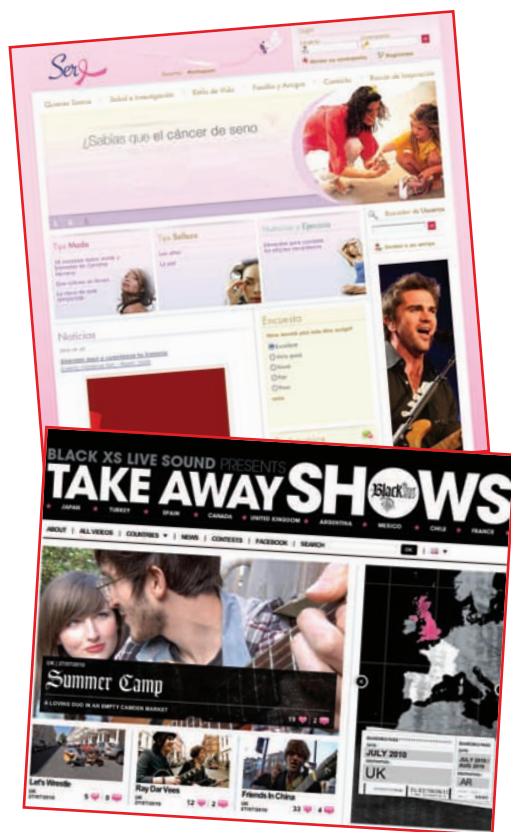
The initiative provides information on different stages of breast cancer, as well as health, beauty, fashion, and well-being tips for those women undergoing treatment. During the first year, the objective was to establish the campaign and introduce a limited version of a Carolina Herrera T-shirt sold exclusively

Since July 2009, Irving Plonskier oversees all advertising sales in Latin America on behalf of Sony Pictures Television's (SPT) branded television networks—SET, AXN and Animax, as well as some of the region's premiere networks A&E, BIO, Casa Club, E!, MGM, and The History Channel. He is responsible for SPT's advertising sales offices in Brazil, Mexico, Panama and Miami (Pan-Regional).

He assumed duties previously held by Klaudia Bermudez-Key, who was named Senior Vice President and General Manager of SPE Networks Latin America. Before assuming his current role, Mr. Plonskier served as SPT's Vice President, Pan-Regional Advertising Sales, Latin America, directing all of SPT's pan-regional advertising sales business and managing sales teams in Miami and Los Angeles. Plonskier joined SPT in 2004 as Executive Director, Advertising Sales, Latin America.

Irving Plonskier possesses over 20 years of international advertising and sales experience and has also held a series of senior executive positions most notable at Terra Networks USA, Young & Rubicam Advertising, and The Media Edge. During his career, Mr. Plonskier has been based in New York, London, Madrid, and Miami.

irving_plonskier@spe.sony.com
TWITTER: @geofframsey



“The results was so successful that the strategy was adopted worldwide. Plus the women’s fragrance showed a 123% sales increase after Black XS Live Sound aired, while the male fragrance increased by 48%. Black XS is now one of the top three brands for Puig in Latin America.”

at her stores in Latin America to support the cause. In the first 6 months of the campaign, 8 celebrities joined the campaign via PSA spots inviting viewers to go to the website (www.iniciativaser.com)

Sony was also able to leverage its original programming, Brazil’s Next Top Model, in order to amplify the message of Iniciativa SER. Carolina Herrera made cameo appearances during the initial episodes to share the benefits of the program. One out of every three Latin Americans was touched by the message in the first year. To date, iniciativaser.com has over 500,000 unique visitors and over 850 testimonials from breast cancer survivors.

Without question, it enhanced perceptions about the Carolina Herrera brand benefits.

Irving acknowledges that this initiative with Ms. Herrera redefines CSR (Corporate Social Responsibility) by bringing media integration into practical understanding. “This goes beyond buying ads across platform. It’s about impacting awareness and changing behavior. More advertisers want to know how they can affect action. Consumers think differently when they recognize a genuine communication with an immediate benefit.”

Paco Rabanne is another interesting example of custom-made programs. The company turned to Sony when it planned to launch its new fragrance, Black XS, in

Latin America. The challenge was to change an older image in order to appeal to a new and younger demographic.

Sony used its powerful music heritage to associate Black XS with rock music and concerts by seamlessly using online, pan-regional cable, and grass roots events. Black XS Live Sound by Paco Rabanne was created to invite consumers to register online (www.blackxslivesound.com) to win VIP tickets to concerts, Paco Rabanne compilation CDs, and meet & greet opportunities with Black XS Live Sound artists. Additionally, Sony TV leveraged its relationship with the renowned Mexican rock band Allison to associate the band to the fragrance. The program was deployed in Argentina, Brazil, Chile, and Mexico.

The results was so successful that the strategy was adopted worldwide. Plus the women’s fragrance showed a 123% sales increase after Black XS Live Sound aired, while the male fragrance increased by 48%. Black XS is now one of the top three brands for Puig in Latin America.

Other pioneering examples abound; however, Irving Plonskier may say it best when he admits that “Today is the most interesting time to be in media. We are rewriting a lot of what can happen, and clients are more open to ideas than ever before. Latin American is different from the rest of the world; it is far more dynamic. You can innovate there more than anywhere else in the world. And the clients in the region are now leveraging the best learnings. All you need are break-through ideas that transform.”

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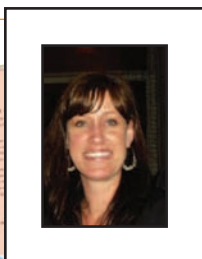
GLOBETROTTERS

from the blackberry of deborah malone



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

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



SARAH DALE'S RIGHT AS RAIN

Sarah Dale may be The Wall Street Journal's Global Sales Director by day, but she's a not-for-profit entrepreneur, changing the world by night. And to her, that's right as rain.

Sarah created an online non-profit organization to connect artisans and people in need called Right as Rain (www.rightasrain.org). And she's out to change the world one craft at a time.

According to Sarah, the idea was simple. "I had a friend in need and I wondered what I could do to raise money to help her. People had been telling me my hand-crafted goods were good enough to sell, so I decided to believe them. Tapping into my generous circle of friends, I began to sell hand-made note cards and raised \$2500 for my dear friend. It felt great. So then, I started to envision a community where artisans of all kinds could donate their work to help a real person—and Right as Rain was born."

To learn more about the project and how you can participate or nominate a potential recipient, go to the website or look for Right as Rain on Facebook.

CONTACT: sarah.dale@wsj.com

RED BULL KICK STARTS SMAART MEDIA

Camilo Concha, who served most recently as President of PHD Latin America, has launched his own media buying agency for Latin America, based out of Miami. Called Smaart Media (that's a "a"s), he surprised the media specialist community this August by winning the Red Bull account. (He joined the pitch as a late entrant.) Austria-based Red Bull is the

most popular energy drink in the world, known for its aggressive marketing and ties with extreme sports.

Camilo credits the win to his company's emphasis on "experienced

people trained in both marketing and analytics." This reflects two principal strengths in his background. His media expertise was developed during his years spent at Omnicom, while his emphasis on metrics is a result of several roles in research and market intelligence at BAT/British American Tobacco in both Europe and Latin America.

He'll officially start the relationship on October 1 and focus on how Smaart Media can use their pan-regional expertise to leverage the communications in six key markets—Mexico, Colombia, Peru, Chile, Argentina and Brazil—while working with local agencies. The drinks manufacturer also owns Red Bull Brasil, a football (soccer) team currently playing in the Brazilian Campeonato Paulista League.

We wish him the best of success and hope that he does not develop a new penchant for cliff-diving or freestyle motocross any time soon.

His new company, founded just last month, has two other accounts from his native Colombia—the Ministry of Commerce and the country's leading export group.

CONTACT: camilo.concha@smaartmedia.net

WHERE IN THE WORLD IS

SARAH DU HEAUME?

Lately, she's been in Boston, San Francisco, Glasgow and London. Oh... and she's been studying Mandarin.

Now she is slowly resurfacing after a long break following the sale of Just Media, the business-to-business agency she founded, to Aegis.

Sarah's set up a new company, Fledge, which invests time and/or money in marketing services start-ups. Her first client is Bourne, a company that specializes in digital marketing for B2B tech and produces collateral in more than 50 countries. (Her other two clients are in fashion/retail/luxury goods arena.)

"I'm enormously impressed by Bourne," she admits. "It's great to be involved in the energy and momentum of a young company again. I'm really enjoying it." So glad you're back, Sarah!

CONTACT: sdh@wearebourne.com



Announcing The Internationalist's agency**innovators** 2010

INNOVATION is alive and well in the business of advertising, marketing and media in 2010, and The Internationalist's 5th Annual International AGENCY INNOVATORS issue showcases our largest group of fresh thinkers to date.



The Internationalist is grateful to SKY NEWS, who has been a sponsor of Agency Innovator activities since 2007. This year, SKY NEWS will be helping to underwrite a new Innovation Summit in New York in mid-November to enable all Innovators—past and present—to mingle, share ideas, and continue to push our industry forward.

These **30** winners clearly demonstrate how innovation can take many forms, and it is not limited by geography, age, company size, or one's position in a company. These expansive individuals think about advertising in new ways, and are today's breakthrough communicators, champions of multinational strategy and advocates of international brand-building. Candidates were chosen by industry nominations

The background features a vibrant, abstract design. At the top, there are thick, flowing lines in shades of red, orange, and yellow, resembling a sunset or a dynamic energy flow. Below these, there are thinner, more delicate lines in green and blue, some of which are dotted with small circles. The overall effect is one of movement and global connectivity.

with final selections by our Innovators Committee and **The Internationalist** editorial team.

This year we are recognizing people from fast-growth markets and from old-world cities. New York and London are still home to a strong contingent of talented individuals; however, we have found Innovators in Lagos, Nigeria; Rogers, Arkansas; Montreal, Canada and Emaar Square in Dubai. Plus cities like Chicago, Shanghai, Mumbai and Singapore are undoubtedly hot spots of innovation today.

Many Innovators are helping their clients to better navigate in a digital world; others are finding new ways to build solutions for brands; while some are leading with new culturally-sensitive initiatives as campaigns cross more borders and more boundaries.

We thank our readers for an outpouring of nominations and for taking the time and effort to highlight the work and ideas of so many people around the globe.



John Duban
Executive Vice President/Managing Director
Starcom MediaVest Group, New York

Current Clients: Mars/Wrigley Global

Born: St. Louis, Missouri, USA

Worked in: Austria, Germany, Hungary, Poland, Czech Republic, UK, Ireland, Australia, Canada, China, Singapore, Hong Kong, Argentina.

Name an innovative idea or business solution for which you are most proud. John Duban believes that innovation is the ultimate team sport. While he is particularly proud of this innovation from when he was a vice president at Momentum Worldwide, it was the result of a lot of hard work by a lot of folks.

Coca-Cola wanted to own the key summer selling season with an inside-the-pack sweepstakes; however, John and his team found that consumers have sweeps-fatigue.

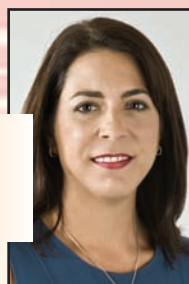
After racking their brains, John's team came up with a unique and creative solution. What if the 12 oz can actually is the game piece? And instead of it being a code printed inside the can, what if you opened up a 12 pack, and found a can with a button on the side that activated a live GPS signal, and the race was on for you to get your prize? Even more, instead of you finding out what you won, Coca Cola would find you. The tagline for the program was "You can win, but you can't hide" (that was actually John's bit of copy). Every time a consumer found a special can, the hunt was on to deliver them their prize. John and his team even heli-transported a car to a location where they knew the consumer was near using the GPS tracker.

Although the campaign was initiated in Australia, due to its success it moved quickly to North America and was then used in several other markets.

What role does innovation play in your marketing strategy today? John has said that if you are not zigging while the others are zagging in today's marketplace, you might be dead in the water. When he builds forward strategies and plans he always asks the questions 1.) Did we do it this way last year? and 2.) Could we have even done it this way last year? If the answers are NO and NO, he knows he is on to something.

What is the biggest challenge you face in applying innovative thinking to international projects? John believes there are two critical ingredients for driving innovation, development and acceptance—open sourcing and creative thinking. Not every culture or market has the same understanding or belief in the power of open sourcing or creativity. In some cultures, open sourcing is actually considered a sign of competitive weakness, while in others it is cost-of-entry for group membership. The challenge is to figure out which is which and work to bring it all together because open sourcing is a reality of our marketplace today and it is the driving factor in many successful campaigns.

Any other interesting aspects to your international background? John's international career started as a foreign exchange student with American Field Service (AFS) in a little town of 3,000 people on the Hungarian border in Austria. This experience ultimately led to his first job out of college at DMB&B Vienna—and his nomadic way of life was born.



Current Clients: Depending upon what's happening, any client across the network's portfolio. This includes Procter & Gamble, Toyota, Cadbury and Inbev, to mention a few.
Born: Baltimore, Maryland- USA, but raised in the Dominican Republic.
Worked in: All over the western hemisphere, including the U.S., Puerto Rico, Dominican Republic, Trinidad, Mexico, Brazil, Argentina, Peru, Chile.

After establishing the Nazca Saatchi & Saatchi Miami office, Cynthia was given the charge of turning around a financially and creatively struggling Conill in the U.S. Conversely, there were islands of creative excellence throughout Latin America, but with little regional sharing.

She brought Conill into the fold, making it part of the Latin American network and giving it access to top talent and resources across the region. This is what led to the stark transformation of that agency. In return, Conill contributed quite a bit to the region in terms of insights into bicultural Latinos.

Today, the region continues to operate more holistically, with Conill becoming a Digital and non-traditional center of excellence for Saatchi & Saatchi Latin America.

What role does innovation play in your marketing strategy today? Innovation has always been at the heart of everything we do as an enterprise. Today, it's just in hyperdrive, as if at some point the laws of physics changed and time sped up. The frequency and necessity of global branding makes understanding and interpreting cultural dynamics at the local and regional level paramount. This has led us to rely less and less on focus groups and surveys and more and more towards living with the masses via what we call Xploring.

Media proliferation has also added wondrous complexity to what we do. Not because there are more options, that's the easy part, it's determining exactly how our ideas are connecting with people in their delivered forms and what type of three-way engagement they inspire (brand to person, person to brand and person to person). This is a much more complicated algorithm than looking at channel penetration potential.

We have been retooling the way we look at how people respond through mediums. It's certainly a work in progress, but we've been getting great results. A terrific recent example is the fabulous work of our Buenos Aires agency for Andes beer. It just won the outdoor Grand Prix at Cannes, in addition to media and promotional honors. The effort has become a cultural phenomenon in the region and serves as an example of how a BIG creative idea travels across any medium, because it truly has the power to connect with consumers.

What is the biggest challenge you face in applying innovative thinking to international projects? It's getting people to think AND, AND. This means looking for more... more tie-in's, more insights, more touchpoints, more engagement, and more consumer revelations, which are emotional at their foundation. Culture is the epicenter of all this. Innovation always happens at the edges before it becomes part of a brand's global DNA.

Dictionary definitions aside, how would you characterize innovation in the work you do? Take a look at the synonyms for innovation: novelty, improvement, advancement and perhaps a dozen others. What do they all have in common? ACTION. The best way to inspire positive action is through relentlessly challenging everything—ourselves, our clients, our personal beliefs—everything. My job is to challenge 1000 people in our Latin American network.

Any internationalist trivia about yourself? Because of my travels (which began very young), I've developed a knack for picking up local accents. This has been very helpful when considering the importance of cultural distinctions, which could mean the difference between a compliment and an insult.

I'm on the road so much that I often don't know where I am until I hear myself speak. A friend and colleague of mine once said that the title of my memoir should read: "If it's Monday this must be Mexico City." I think that pretty much sums up my life.

“Third-person effect” is a psychological phenomenon which states that you think the media doesn’t influence you but everyone else.

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Dick van Motman
CEO & President
DDB China Group

Dick van Motman might be described as a classic "internationalist." Not only does he have a remarkable multicultural background—Dutch/Indonesian and Portuguese/Jewish, but he has traveled a fair portion of the globe. Raised and educated in The Netherlands, he has been in advertising 20 years and for much of that time associated with the Philips account. He started at Ogilvy & Mather in Amsterdam, and then moved to D'Arcy there—(DMB&B in those years). Dick took his first overseas job at D'Arcy in Korea as head of international, followed by assignments in Indonesia, Hong Kong, South China and Singapore for D'Arcy and later for Leo Burnett.

Yet, despite an amazing life of criss-crossing cultures and borders, Dick became enticed by China. Over the last several years, he has made an extraordinary mark on China ... or perhaps it is China that has made a mark on him.

In fact, Dick's career success may correspond to a favorite saying of his by the late Deng Xiao Ping: "I don't care what color the cat is as long as it catches mice." His focus on the end goal, rather than on the means to arrive, has guided him well.

Dick has now been in China for five years and has built DDB Group from a small office with just a couple of clients to one of the strongest and most integrated agencies in the country. DDB China Group grew six-fold in the past five years and now consists of three offices, in three cities, offering three disciplines (DDB, Tribal DDB and RAPP). Last year, DDB was the fastest growing agency in China.

Dick also became the first non-Chinese executive to win the prestigious "Most Outstanding Advertising Person" Award from CAA/CCTV (China Advertising Association/China Central Television), while bringing home from Cannes China's second-ever Gold Lion.

Perhaps most remarkable in his relationship with China is how the Ministry of Commerce hired DDB Guoan (the Group's joint venture in Beijing) to create an advertising campaign to promote the "Made in China" image. This was effectively the first time the government had ever commissioned an advertisement.

The project, "Made in China, Made with the World" portrays the #1 exporting country as a collaborator, not a competitor. The global TV campaign ran on CNN in the US, Asia and Europe.

A series of 30-second spots that exclusively use Western actors show the "Made in China" label on products created in partnership. A jogger ties his running shoes with a label that reads "Made in China with American sports technology." A refrigerator is stamped with "Made in China with European styling." Teen girls listen to MP3 players labeled "Made in China with software from Silicon Valley." A model wears a dress that's "Made in China with French designers."

A voice-over in American-sounding English states, "When it says made in China, it really means made in China, made with the world."

The campaign's message is a sophisticated one for both Western and Chinese audiences. It also underscores how the Chinese government is recognizing the significance of public perception the world over.

Certainly technology has enabled China to leapfrog in their manufacturing efforts, particularly as more Western companies trust their brands to Chinese factories. The country may not yet be broadly building its own brands, but new levels of quality and innovation will inevitably arrive. And if it's up to Dick van Motman, consumers the world over will begin to consider the "Made in China" label in new light.

Mark Beeching
Worldwide Chief Creative Officer
Digitas, New York



Current Clients: American Express, Samsung, Miller Light... among others.

Born: England

Worked in: The UK, the US and Germany

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

Mark Beeching saw a big void in advertising. Each year thousands of media buyers and planners gather for the network Upfront presentations, spending millions of dollars to buy space for traditional ads. No doubt the Upfronts are important. But in a post-advertising age, where millions of viewers are shifting their viewing habits from TV to online, Mark asked a truly innovative question: why not have an Upfront for digital content?

Enter the Digital Content NewFront, a first-of-its-kind event bringing together digital content creators, distributors, marketers and agencies. Mark conceived of the NewFront so these players could come together to create new models of advertising plans. Now in its third year, the Digital Content NewFront has become an increasingly viable place for branded content deals to be made.

In a deal made at last year's Digital Content NewFront, brokered by Digitas for Kraft Foods, Paula Deen was tapped to be the face of an online cooking challenge, Philadelphia Cream Cheese's Real Housewives of Philadelphia contest. The campaign used consumer generated video content to find the next big star of home cooking. Each contestant submitted a recipe using Philadelphia Cream Cheese. Since the initiative began in March, the site has had 550,000 unique visitors and 3,600 recipe submissions. Philadelphia sales have risen 8 percent since the start of the campaign. The Real Housewives of Philadelphia is a clear example of the new frontier of advertising—one that isn't based on the traditional models of interruption, but instead embraces digital content in a way that engage consumers and drives real results for clients.

Why do people see you as an innovator? People see Mark as an innovator because he is a preeminent forward-looking voice in the advertising business. Mark has long been a believer that the age of interruption advertising is dead; so he's been a champion for integrated messaging that targets consumers with digital content that is relevant and valuable to their lives.

Mark has paved the way for digital marketers to rethink traditional methods of advertising—with events like the Digital Content NewFront and his recent Cannes Seminar, Brand Interruption vs. Brand Integration. This seminar featured celebrities like Common and Nick Cannon, who weighed in on whether or not they believe branded content is the future of the advertising business.

What role does innovation play in your marketing strategy today? Innovation is at the core of every campaign Digitas conceives and executes and Mark's leadership has guided Digitas through its best years of new business growth. The agency added more than 90 new clients worldwide in 2009.

At the core of Mark's approach to digital marketing is the belief that you can't just make a destination website and advertise it. So he finds new and different ways to make advertising on the web relevant and interesting to consumers.

One well-known social media campaign for TGIF exemplifies the kind of out-of-the-box thinking Mark inspires at the agency. The promotion, a multichannel campaign with social media at the core, was built around a character named Woody—a 35-year old man billed as TGIF's biggest fan. The campaign included: a Facebook fan page for Woody, GMMS Email, flash banners, a homepage module on TGIF.com, rich media, a Twitter Account, and content on Funnyordie, YouTube and TV Guide.

The campaign drove in-store traffic, generated GMMS leads, and encouraged engagement with the brand through Woody.



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Anne Dooley
EVP & Global Client Service Director, Bayer
Energy BBDO Inc., Chicago



Born: Chicago, Illinois USA
Worked in: While Anne's base has always been the US, she has done work for Bayer in Canada, Mexico, Chile, Guatemala, Panama, Brazil, Argentina, Ecuador, Colombia, Italy, Poland, France, the UK, Germany, Switzerland, Greece, Spain, Ukraine, Kazakhstan, Russia, China, Korea, Thailand and India.



Agnello Dias
Chairman & Co-Founder
TapRoot India, Mumbai

Born: India
Worked in: Throughout India

Agnello Dias is considered to be one of the most influential people in Indian advertising. Last year, he left JWT at the peak of his career to co-found independent agency, TapRoot India, with his creative colleague Santosh Padhi. Despite two decades with top international networks including Lowe and Leo Burnett, and key wins at major award shows including India's first-ever Grand Prix at Cannes in 2007, Dias believed that he had to leave the big agency world behind in order to move forward. His work today at TapRoot encompasses the breadth of print, outdoor, activation, live events, PR and "plenty of 'et cetera'."

Given that Agnello Dias is widely known as Aggie and his co-founder Santosh Padhi is called Paddy, the "Tap" in the agency name refers to The Aggie & Paddy network. The "Root" part may become clearer when understanding their Conqueror Paper print campaign, a gold winner at this year's Clio and a gold and silver winner the 2010 Cannes Lions.

In a series of executions called "The Colours of India," TapRoot used the inspiration of their homeland to celebrate the paper company's 10-year anniversary. Conqueror Paper manufactures specialized paper in an extraordinary variety of colors. By simply using a array of Conqueror's colored rolls, TapRoot created mosaic-like portraits that honor India's rich culture in the faces of a Spiritual Guru, a Royal Rajput and a Kathakali Dancer. The tagline on this extraordinary print series reads, "Celebrating a decade in the land of a million hues."

Dias acknowledges, "For our first year, it's great news and my thanks to Paddy for making it happen."

Dias has won much recognition over the course of his career in both Indian and worldwide creative awards. His accolades include the AAAI /Advertising Agencies Association of India Copywriter of the Year (2004), the NDTV's Creative Director of the Year (2007), which led Leo Burnett India to its first Agency of the Year recognition.

However, 2007 was a key year as Dias won India's very first Grand Prix and Titanium/Integrated Lion at Cannes. In doing so, he catapulted JWT India to the No.1 spot in the WPP network. That year, he also won the Grand Effie and multiple Grand Prix in India. Later, in 2009, his "Teach India" campaign won a double Grand Prix at Asia's Media Spikes Awards. He is also featured throughout the awards books for The One Show, the Clio Awards and Cannes Lions, D&AD, AdFest, New York Festival, and Media Spikes.

Name an innovative idea or business solution for which you are most proud.. Anne's ability to lead in a time of crisis and encourage her team to think and act differently to ensure total responsiveness to the Aleve brand's needs.

On December 20, 2004, results from the NIH ADAPT study linked Aleve and other medications to increased cardiovascular risk. The results made national news headlines, immediately resulting in a 50% decline in Aleve sales. Months later, the FDA ruled there was insufficient evidence to support this link, but the damage had already been done. Aleve was the #3 analgesic brand in the category, with a core user group of arthritis and joint pain sufferers.

Anne led a team that worked swiftly and decisively to execute a response plan. The response started with an immediate wave of rational-based communication including TV, print and digital, reassuring consumers of Aleve's safety. This was supported with a PR campaign leveraging scientists and doctors to reinforce the safety of Aleve. A second wave of communication boldly returned to more emotional communication around efficacy. Aleve launched its first ever Superbowl TV spot, with the goal of confidently proclaiming Aleve's transformative power for arthritis sufferers to a broad audience base.

This effort resulted in the biggest turnaround in over-the-counter (OTC) drug history since the Tylenol crisis. By the end of 2005, sales were up 70% and achieved levels higher than pre-ADAPT in 2004. The brand regained its #3 share position in the category and reinstated its safety and efficacy perception.

What role does innovation play in your marketing strategy today? Given the nature of the over-the-counter healthcare category, Anne needs to continuously bring fresh perspective to the way that brands are marketed and often find new and innovative ways to position the older familiar brands like Aspirin or Alka-Seltzer.

Anne doesn't innovate for the sake of doing something new and different. She innovates to meet a need and improve the quality of the work. To ensure innovation is warranted, adopted, and successful, she holds true to her approach that all works begins with a clear vision and a keen understanding of your target audience. From there, she connects the necessary group of people with the knowledge and expertise to bring the Brand vision to life, and empowers them to turn over every rock and do their best work. She is able to establish the Brand's vision by understanding the Brand, and then creating a strategy that drives the Brand forward.

Innovation has been key to the exceptional growth of the One A Day brand over the past nine years. Anne inspired the idea that the brand be positioned as complete multivitamin plus nutritional that offered specific benefits. This multi-plus strategy has driven both product innovation and communications development over the years. Today OAD is a \$300 million dollar franchise that has consistently grown share over the past decade and is known as a category leader in innovation.

Dictionary definitions aside, how would you characterize innovation in the work you do? At worst, challenging the process by which you get to great Work; at best, changing it.

Any other interesting aspects to your international background? Anne's father was a doctor. Once a year, he made a trip abroad to spend time giving premium medical care to those who could not afford it. He put great stock in helping others and doing good deeds. Anne has taken this example with her to promote healthcare around the world via her work for Bayer HealthCare.



Andrew McLean
Global Chief Development Officer
Group M, New York USA

Elaine Ip
CEO—China
OmnicomMediaGroup, Shanghai

Current Clients: Unilever, Pepsi,

Danone, J&J, McDonald's, Intel, etc.

Born: Hong Kong

Worked in: Hong Kong, Sydney and China

Elaine Ip is an extraordinary talent and is very well known in China. However, she is also quite modest. Six years ago when she left Saatchi to take over a 40-person OMD office in Shanghai, she was concerned about not knowing enough about media. She then worked to win McDonalds, Johnson & Johnson, HP, Unilever, Pepsi, Danone, Amway and others. She now oversees over 800+ people.

And it has been commented that Elaine Ip has given the best presentation by a media executive since Irwin Gotlieb sold Maxwell House their upfront buy in 1990!

Name an innovative idea or business solution for which you are most proud. Elaine is proud that she was able to "break the norm" in terms of media agency negotiation practices in China. These used to be considered "volume talks."

She was able to position Omnicom Media Group as the fastest growing media agency in China—from US 70million in 2004 to US 1.8 billion 2010). As a result, she built new policies with media vendors that served to further strengthen this competitive advantage. Omnicom Media Group's business growth has been over 50% every year since 2004.

Why do people see you as an innovator? I am not sure if I am an innovator, but I do believe that there are always new perspective to look at things and better ways to achieve something. What was not possible before may become possible when you have the right people, the right focus and the right tactics put together.

In China, persistence and determination are also key elements in pursuing goals.

What role does innovation play in your marketing strategy today? Innovation is very important and top priority. China is a market that presents unlimited potential, but at the same time, it is extremely competitive. In China, everything is possible but everything is difficult. It requires creative solutions all the time to conquer challenges and breakthrough problems. We have to regularly go down the winding paths to achieve goals. Doing what others do will not get you anywhere in China.

What is the biggest challenge you face in applying innovative thinking to international projects? Getting support and confidence from markets that are at different stages of development (e.g. US vs China) require a common point of interest and some merchandising skills. We spend a lot of time "tuning the wave lengths" and drawing relevance to multiple audience groups.

Dictionary definitions aside, how would you characterize innovation in the work you do? The ability to see things differently, the guts to push for new solutions, and the determination to make that happen.

Any other interesting aspects to your international background? My family migrated to Australia from Hong Kong in 1995 for the fear that Hong Kong's return to China would signal an end to certain freedoms under a Communist regime. Ironically, my two daughters and I all work inside China for the vast opportunities it provides.



Born: Manchester, England
Worked in: London, Dublin,
Tokyo, New York

Andrew McLean admits that he's a "life-long media man," and has in fact worked during the past two decades with three of the world's most successful and well-known media operations—

DMB&B/Mediavest, Carat (who were his agency of record while he was the media supremo at Disney) and now GroupM. He's played a key role in the rise of media investment management from a secondary and backroom function into the powerful, creative and strategic player leading the way for marketers.

He recently wrote that "media fragmentation may have driven us to a 'quantity versus quality' creative brief." He believes that only through more thoughtful integration of advertisers and content will our industry see the kind of messaging that creates strong emotional connections between brands and consumers. "Content that makes people feel something—in any media—stands out. And it drives behavioral change."

His past experience as an international client and agency leader allows him to see opportunity and challenge from both sides, which makes him uniquely suited to international media management.

Why do people see you as an innovator? At GroupM, Andrew's focus is to drive growth and development. As part of the management team that produced four years of double-digit growth and two-time recognition as "Global Agency of the Year" for MEC.

What role does innovation play in your marketing strategy today? Andrew believes that innovation is key to winning in today's media environment. The business development team is constantly looking for new ways to connect GroupM's clients' brands and services with consumers. Complementing that objective is one dedicated to a basic understanding of media fundamentals—math and analytics. Success is dependent on both. Ideas are account winners, strong basic media skills keep accounts stable and growing.

What is the biggest challenge you face in applying innovative thinking to international projects? Andrew sees time as the biggest challenge in applying innovative thinking to international projects. The increasing pressure on business has driven a "just in time" approach to media and marketing strategy. This is at odds with the needs for a consistent approach with multiple stakeholders. Company revenues are being driven country by country, and getting the appropriate input for the appropriate solution takes time.

Dictionary definitions aside, how would you characterize innovation in the work you do? For Andrew, innovation is characterized by positive change and growth. Growth for his clients' business, growth for his people, and growth for GroupM. "Growth takes care of everything" he says.

Any internationalist trivia about yourself? He's pitched and won business in four continents.

Andrew also finds time to both lead the IAA (International Advertising Association) New York Chapter, as well as act as Global Vice President of the world IAA body. His involvement with New York has resulted in greater support for professional development and more events that highlight best practices.

And he's not shy about participating in the IAA's social agenda. At a recent South Africa-themed Ball, he arrived in England football kit to honor the World Cup. However, that's not to be outdone by his video appearance, which many thought better than Helen Miran's performance, where he played the Queen of England when welcoming guests to a UK-themed black-tie event.



Angela Steele
Senior Vice President/Global Director
Starcom MediaVest Group

Born: Lapeer, Michigan, USA

Worked in: Although always been based out of Chicago, but her job has taken her all over the globe, including China, Japan, Singapore, the UK, France, Korea, Thailand, Italy, Dubai and Switzerland.

Name an innovative idea or business solution for which you are most proud. Angela helped develop a comprehensive approach for Procter & Gamble global digital partnerships. There are four large digital partners—Facebook, Google, Yahoo! and Microsoft—that are all obviously very strong players in North America, but only have pockets of opportunity in other parts of the world. P&G recognized the opportunity to expand these deals to a global level and take data and content into markets where it had never existed before. Angela and her team came up with a first-ever strategic approach that addresses cross-brand needs and cross-channel opportunities—search, mobile, social, display and video—in the top 20 markets around the world.

Why do people see you as an innovator? Angela Steele has a legacy of digital innovation. She was one of Starcom's first digital employees in 2001, and later developed the agency's mobile practice starting where she initiated some of the first mobile programs for Nintendo, Wal-Mart, RIM/BlackBerry and Sara Lee. Angela also guided Starcom's unprecedented proprietary research study to unearth motivations behind consumer mobile behavior. These consumer insights serve as the basis for 10 key mobile principles adopted in the agency's and marketers' mobile planning approaches.

Now, Angela applies that same digital leadership to P&G's business by developing global strategies for cross-brand global opportunities across all digital channels. She is also at the forefront of new agency models for P&G that integrate media communications planning and idea generation with creative agency partners.

What role does innovation play in your marketing strategy today?

In a world where consumer attention is waning, the ability to create brand value through human experiences is critical. Angela is an innovator because she understands the massive importance of simplifying and understanding human experiences. In today's media-fragmented world where talking, texting, television and tweeting are all happening at once, our industry's currency is consumer attention. Her strategy is to take the vast amounts of data available in our industry and translate it in new ways to understand human behavior, emotion and culture.

What is the biggest challenge you face in applying innovative thinking to international projects? Angela's job is to create brand value that generates meaningful human experiences around the globe. The biggest challenge exists in the extremes in market sophistication levels around the world. On one extreme, we have developed markets with multiple TVs, DVRs, computers and mobile phones in a single household. On the other extreme, there are some markets that can only be reached by sending messengers into villages. This challenges any agency's ability to deliver rich, dynamic experiences on a broad scale, but is always a challenge to which Angela and her team rises.

Dictionary definitions aside, how would you characterize innovation in the work you do? She characterizes innovation in two primary ways: 1) The sexy way: The ability to create meaningful and unique human experiences that create value for a brand and ultimately generate sales and consumer loyalty. 2) The not so sexy but oh so effective way: The ability to offer new brand experiences by "trading up" SMG's capabilities and offerings from traditional media to digital media around the globe.



Lee Daley
Chief Strategy Officer,
McCann Erickson Worldwide

Lee Daley has had many roles in a long and illustrious career: CEO and Chairman Saatchi and Saatchi UK, Founding General Manager and Director of Strategic Planning of Armster Yard New York, Head of Account for L'Oreal USA, Executive Chairman of HHCL London, Worldwide CEO and Chief Strategy Officer of WPP's Red Cell Network, Strategic Partner at Endeavour Marketing

Services New York, and Global Commercial Director of Manchester United, the UK football franchise.

However, he has only held one of his many roles twice, and that's Chief Strategy Officer McCann EMEA.

Now, as part of the recent reorganization at McCann Worldgroup, CEO Nick Brien promoted Lee Daley, considered one of the best-known personalities in UK advertising, to Global Director of Strategic Solutions for McCann Worldgroup from chief strategist for McCann EMEA and global director of strategic solutions.

However, his current Linked-In appeal may best demonstrate the energy and enthusiasm he continues to bring the business of advertising and marketing solutions: "I am looking for a bunch of creative lunatics/brilliant minds/radical thinkers/humanists/fuzzy technologists who reckon that there might still be some great stuff to be invented and changed and who want to enjoy life expansively and joyfully while they are doing the stuff. No matter where you might be, get in touch..." It's no wonder that innovation and Lee Daley are synonymous.

The examples are numerous. In his first life at McCann, Daley was General Manager and Planning Director of creative hotspot Armster Yard from inception through its first four years. He also designed the M.E.C.H integrated Communications House model, and in an ahead-of-his-time effort, attempted to build a global creative social network in 1999, i.e. More recently, he and a partner developed and built the world's largest social network and IP incubator for fashion, IQONS.com, a "Linked In" for fashion that has 29,000 active members and has undertaken projects for Procter & Gamble, Nike i.d, Christian Dior, Diesel and Microsoft.

Daley's business talents are extensive—from running a global network of 50 agencies for WPP to managing agencies in the UK (Saatchi & Saatchi and HHCL); from initiating start ups and turnarounds to building his own consulting business. He's also raised capital through VC rounds for entrepreneurial tech start ups and has overseen strategic acquisitions and M&A activity in his role as CEO. His multiple Directorships have included Real Time Content UK/USA, IQONS.com (as investor and Chairman), Bloc Media, Batey Group in Asia and Equus India.

His global client and brand experience includes L'Oreal, Stella Artois, Toyota, Procter & Gamble, Alfa Romeo, Sky, Nike, Microsoft, Nescafe, Coca Cola, Martini, Bacardi, Guinness, General Mills, Sony Ericsson, Nokia, Visa, American Express, Ermenegildo Zegna, HMV, T-Mobile, General Motors, LEGO, Singapore Airlines, Unilever and over 50 other Clients. His own company, Daley Consultancy Services, have worked with such marketers as Bacardi-Martini, MSN, My Space, Unilever, Kegonsa Capital, Anonymous Content, Endeavour, Control Room, and Thomson Group.

Lee Daley started in the business world with degrees in Politics and Philosophy, but decided on postgraduate work in Marketing. He's a friend of Harvard Business School having undertaken courses in Corporate Strategy, Marketing for Senior Executives, Private Equity and Venture Capital and Effective Strategies for Media Companies, and also served on the McKinsey Judging Panel for the Harvard Business Review. He is a Fellow of the Royal Society of Arts and a longstanding TED Fellow.



Toby Southgate
Managing Director
The Brand Union, New York

Born: London

Worked in: The UK, Scotland, Abu-Dhabi, New York

Name an innovative idea or business solution for which you are most proud. Planning and executing the launch of The Brand Union's office in Abu Dhabi is one of Toby's proudest moments. His team achieved this at an incredibly interesting point in time to become the first global branding consultancy with a dedicated presence in this key Middle Eastern market.

What role does innovation play in your marketing strategy today? Innovation can be perceived in many different ways but for The Brand Union's business, the ambition is nothing short of helping its clients redefine their understanding and appreciation of the value of 'brand' in a business context, specifically in direct relation to corporate strategy.

Brand strategy and corporate strategy, working hand in hand, are incredibly powerful in creating and delivering long-term brand value. Toby is a master at inspiring The Brand Union team to further this notion through the development of programs that echo and prove its value.

What is the biggest challenge you face in applying innovative thinking to international projects? You might think it would be cultural differences presenting obstacles but, according to Toby, they are rarely insurmountable when you have an open mind and build clarity with clients around shared ambitions and goals. What has really furthered the need for innovation in international work is the evolution of the media landscape. It has made the world much smaller, and as a result brands in their own right can and need to become more culturally relevant. The established communications channels are changing—clients who rely on traditional media, planning and execution are falling behind.

Any other interesting aspects to your international background? Besides his work with opening new offices in strategic locations like the Middle East, Toby's international background has focused on developing and managing high level client relationships, across the UK, Europe and the USA.

Before joining The Brand Union, Toby led the start-up of US operations for Marque Creative, creating a \$5million+ business from scratch inside 18 months. Toby has also managed the business development and client services functions at Navyblue Group, one of the UK's top independent communications agencies. In both positions he has worked with international clients to understand, develop and communicate their brands and offers more effectively.

Toby has also created and implemented new strategies for business acquisition and retention, and for strategic commercial development. He has led branding projects for clients including the Royal Bank of Scotland, The Chicago Spire, the London 2012 Olympic bid team, RMJM International Architects, Tottenham Hotspur FC, Edinburgh Festival Fringe, Emaar, Mubadala, The Macallan and Remy Cointreau.

Any internationalist trivia about yourself? Toby has lived in 4 countries on 3 continents in the last 5 years, and he's absorbed as much as he can from each of them: culturally, socially and historically. For him, it's empowering to be able to draw references from other cultures and observe the way communications are evolving in different markets. He tries to bring as broad a viewpoint as possible to anything he does for clients, wherever in the world they may be.



Born: Hyderabad, India
Worked in: Mumbai, Delhi, Bangalore, and Singapore. However her scope of work has stretched across all of APAC.

Name an innovative idea or business solution for which you are most proud.. There are many that could be cited on Deepika's behalf, but the most

compelling was for an international bank. The client wanted to commission research to help understand how Gen Y viewed the bank, and then challenged Mindshare to, "make them the iPhone of banks." Deepika determined that this was a larger business challenge which didn't require research, but rather a full 'blue ocean' strategy—a strategy for generating high growth and profits for an organization by creating new demand in an uncontested market space, or "Blue Ocean").

She scrapped the brief, and instead took a three-part approach to solving the larger business challenges:

1. Activate local Mindshare teams to identify best practices from a number of competitors and non-banking industries from across all the markets
2. Conduct in-depth qualitative research in all the markets with specifically tailored questions that get at the heart of consumer's life and money needs and not just their perception of the bank right now
3. By tapping into Mindshare's 12 market network of Gen Y trend setters (the Asia Scout Network) to develop micro and macro trends and understand what the "iPhone of banking" should look like.

Deepika then conducted a workshop with all of the marketing team leaders from the client side to discuss the trends that were identified. Then in a radical move, Deepika hired another agency, the Ideas Factory, to conduct the facilitation so Deepika and her team were free to think about the business problem alongside the client.

In the end Deepika and the clients came out of that meeting with 48 identified services and benefits that the bank can develop and serve to the Gen Y audience. A customer values proposition was evolved. This customer proposition was then presented to the board of directors and Global CEO and the results and outcomes were so powerful that the bank committed to an inside out change to serve this new value proposition.

Note that Mindshare was not this bank's media agency nor did we work with them in any way before they sent out a brief to several research companies. Deepika happened upon the brief and realized that it was asking the wrong questions then threw her hat into the ring. She was unafraid to take on leading research companies or challenge the client's brief in a way that made them think differently about the company and its future.

Overall, Deepika turned what was supposed to be a small project into a new business segment and culture shift in the organization. The client said it best, "Mindshare's proposition was innovative in that they thought about our challenges, so not only were they asking the right questions they were helping us to think about them and answer them.

What role does innovation play in your marketing strategy today? Deepika starts fresh with every proposal. "It is hygiene. It is everything. The market is so competitive that you need to be innovative to stand out." Her team does not follow a template. They do have a process in the way they work, but they refuse to standardize a way of solving problems. Deepika is a rule breaker, and her department is a reflection of the standards she sets for herself (not the industry's). It is because of this extra effort, thought and dedication that clients continue to come back to her and her team project after project.

What is the biggest challenge you face in applying innovative thinking to international projects? "The resistance from risk averse people, and there are a lot in Asia. There are very few mavericks on both the agency, client and partners sides. The way to overcome this is to have conviction in your ideas. If you waver, then your vision will crumble and the work will suffer."

Any internationalist trivia about yourself? In addition to all of this, Deepika is an Indian Classical Dancer and a diehard Harry Potter and Obama fan.



Allison Coley
MEC, New York
Senior Partner/Account Director

Current Clients: Colgate-Palmolive

Born: Atlanta, Georgia- USA

Worked in: US and UK

Name an innovative idea or business solution for which you are most proud. Allison has worked for the last 18 months with Colgate-Palmolive and other agency partners to develop a new global integrated communications process that has to be relevant and practical for 5+ agencies in over 80 countries. And it has to work for all projects, whether they are being developed locally, regionally or globally. Through her extraordinary efforts, a process has indeed been developed with the capacity to enable teams around the world to seamlessly create great work.

Why do people see you as an innovator? Allison is an innovator, because she won't accept "can't" as an answer. If an idea doesn't seem possible to implement, she will explore every angle until she finds a solution that will deliver. It may not look the same around the world, but through adaptation and collaboration she'll figure out a way to accomplish the task.

What role does innovation play in your marketing strategy today? Innovation is often the tool we use to engage consumers. Let's be honest—toothpaste may not be exciting to everyone. So, we push ourselves through product innovation, combined with innovative consumer engagement. To support the new Colgate WISP product launch, for example, innovation meant encouraging consumers to change their thinking about when & where to brush their teeth. An integrated campaign was developed to underscore how consumers should "not get caught without it," and Colgate WISP appeared in unexpected places where anything could happen.

What is the biggest challenge you face in applying innovative thinking to international projects? "Innovative thinking" has different meanings in different parts of the world. For example, it's very easy for to sit in New York City and talk about how we need to be using more digital media or mobile couponing. When speaking to colleagues in Azerbaijan, it becomes clear that innovation may mean figuring out how to appropriately adapt the Western women in our commercials to the Muslim culture. Finding ideas and solutions that are scalable for the broad range of international markets under Allison's care is certainly her biggest challenge.

Dictionary definitions aside, how would you characterize innovation in the work you do? For Colgate-Palmolive, innovation is about finding creative (and sometimes simple) solutions that can be actioned around the world. At the end of the day, we are looking for ways to connect with consumers in a new and engaging way... it's not about innovation for the sake of innovation.

Any other interesting aspects to your international background? As part of her role of managing the Colgate-Palmolive business from both a Global and a Latin American perspective, Allison is often embedded in local markets for several weeks at a time. This gives her a chance to understand the market and the nuances of local media trading. Most recently she spent time in Hong Kong, London and Moscow. Dubai and China are most likely to be her next destinations.

Any internationalist trivia about yourself? Allison has never been to a city she didn't love—and always tries to spend some extra time in each location to sightsee and study local cultures and trends.



Saurav Chakraborty
Director
Digital Direction, India

Current Clients: Siemens, among others

Born: Kolkata (Calcutta), India

Worked in: Multiple locations in India

Name an innovative idea or business solution for which you are most proud. "Dialogue Engagement Initiatives" for Siemens Answers Campaign (India Targeted) in the year FY 09-10. Dialogue Engagement means engagement between the Brand and its Stakeholders. Saurav and his team have gone "Beyond the Banner" on the Indian Digital Media Space: from generating "Awareness through Platform Creation," "Content Plugging," "Multimedia Promotion," hosting "Webcasts" ...all efforts geared to initiate discussions between Siemens, Stakeholders and the TG.

Why do people see you as an innovator? Saurav has the ability to look beyond the brief, apply learning from past experience and always looking to build a "Two Way Interactive Approach" (between Audience and Brand).

What role does innovation play in your marketing strategy today? A very important one. With "Service Parity" prominent across common deliverables, it is extremely important for Digital Agencies to chalk out Innovative Ideations. Nevertheless Innovations also should be created in such a way that it works from "Branding" to "Closure". For example, for Siemens in India, he recommended a 360 communication platform across multiple media: each delivering an impactful message separately and jointly working together for impact squared.

What is the biggest challenge you face in applying innovative thinking to international projects? The "Traditional Indian Brand Manager Mindset" and their Inertia with existing, tried and tested "Conventional Media Advertising," and a compulsive focus on cost above all other plan attributes.

Dictionary definitions aside, how would you characterize innovation in the work you do? 1. Understanding the Communication Challenge for the Brands Business Units, 2. Working out a Media Partnership with verticals having the "Brands TG", and 3. 360° Digital Surround promotion with Web 2.0 initiatives like :

» **Corporate Social Responsibility:** Pay It Forward from Siemens is a socio-environment initiative aimed at bringing together inspired minds, who would voluntarily contribute environmentally-friendly, everyday ideas and suggest pragmatic ways of reducing carbon foot print. Symbolized by a virtual tree or 'Eco-tree' that feeds on forwarded ideas and suggestions, the sheer number and quality of these ideas will determine the tree remains green for long besides bringing out winners of best voted ideas.

» **e – Book:** Creating a detailed e - book (that could be downloaded on registration to a micro site on the occasion of World Water Day—22nd Mar'10

» **Focussed Webcast:** on "Green Building Technology" hosted at an "Exclusive Brand Page" created by NDTV Media

» **"Did You Know":** section (Fixed) on the well known India Today website for the whole FY 09-10. The questions are changed every 15 days and lead to awareness about various Siemens initiatives all across India.

Any internationalist trivia about yourself? I am also an avid blogger who writes about his journeys across the various terrains encountered – especially in India : www.terrainspotter.com



Matthew Don
Director of Digital Strategy and Innovation
Doremus, London

Current Clients: Matthew spearheads initiatives on much of the New York and

London business and works regularly with Thomson Reuters, CFA Institute, Quintiles, Deutsche Bank, and Owens-Illinois.

Born: Cambridge, UK

Worked in: US and UK

Matthew was a founding partner of a successful agency in the consumer space that went from 6 to 60 people before he left it all behind for what he calls the “right opportunity at the right time”: a new role at Doremus. He was intrigued by the challenge of business-to-business marketing and appreciated how Doremus invested great intellectual capital in understanding the communications landscape and the business of business.

Now his clients rave about how he has helped them change and reorganize their marketing departments to better function in a new media world. Not only is he a digital crusader, he’s good at understanding an organization’s complexities and injecting a b-to-c mindset into a b-to-b challenge.

“When considering business-to-business, there is a temptation to create a marketing schism, that is: people are defined by their professions rather than their behavior. More often, one of the differences between business and consumer behavior is that it’s more considered. Generally, b-to-b decisions have a longer purchase process, are more informed, and involve complex business models and multiple decision makers. The way that b-to-b audiences use media to make intelligent choices is extremely diversified. Some will look at trade publications, or their online counterparts; they’ll research online and follow up with more extensive searches or a visit to a tradeshow; with further diligence, they’ll go to social channels, likes blogs and peer commentary. This diversified behavior of consideration enables a brand to have a fully integrated digital marketing campaign, touching many different points in the process.

Many business-to-business objectives, like lead generation, are very accountable. By tracking everything from ad performance to acquisition, we can have some very powerful insights on ROI. This can enable us to optimize in real time. As we move forward, we’ll see more ‘multi-attribution modeling’, that is, looking at the impact of one channel on another. To instigate a behavioral change in a potential b-to-b customer, one medium in isolation rarely works effectively.”

Dictionary definitions aside, how would you characterize

innovation in the work you do? An important part of innovation is about honing a process or a way of thinking or doing to yield results. Invention is often confused with innovation, but ideas, like people, can be born before their time. There is a tendency in marketing to often associate innovation with the ability to anticipate the future, but my feeling is that if you can predict something, you’re really reimagining the present, not a far-off possibility. As William Gibson famously remarked: “The future is already here. It’s just not very evenly distributed”

There is no question that our industry, like many others, is at an inflection point. For example, the democratization of media creation has changed the way we understand the influence of people, especially in how we communicate (not broadcast) messages, build valuable experiences and develop advocacy. The transparency of some social networks and a person’s social graph has changed our planning disciplines. Who you are, what you say, where you say it are all part of understanding spheres of influence and networked interactions. This in itself will generate new processes, will change clients’ perceptions of how to market, and also evolve the relationship between agencies and clients.

How do you learn, stay smart and keep up with change? I try, but don’t always succeed, to read a non-fiction book a week on subjects including business, cultural theory, philosophy, psychology and history. I enjoy diversity and it’s also important to understand many views, no matter how contrary. I attend a wide spectrum of events, training sessions and webinars. I’m a magpie—I collect everything, and then I reflect and try to create my own opinion; I’m blessed that I work in an industry where people share. Today, because it’s changing so fast, we must become sharers and collaborators as the connectedness of our profession doesn’t create risk, it creates opportunity.

Enyi Odigbo
CEO
Casers Group, Nigeria



Current Clients: Gillette, MTN Group—a South Africa-based multinational mobile telecommunications company with service throughout Africa and parts of the Middle East and four of Nigeria’s largest banks.

Born: Eastern Nigeria

Worked in: Nigeria

Enyi Odigbo is a visionary, but he’d prefer to be known as an integrator. His group holding company,

Casers, offers complete advertising services through a number of strong, individual companies; however he insures that all strategic thinking works through Casers Group Integration at the heart of his operation. Enyi won the DDB franchise in 2000, and in the last decade his group has expanded to include Capital Media- one of the region’s largest independent media buying companies, Magenta- a digital company, and now a new partnership with Fin International, the financial branding consultancy.

Without doubt, he has made a profound impact on Brand Communications in Nigeria, but is also working hard to change the perceptions of that African country.

Nigeria’s largest advertising categories are telecom companies and banks. (In comparison, the top ad categories in the both the US and Japan are automobiles and soft drinks.) Given Enyi’s client base, he’s certainly in the center of Nigeria’s advertising world.

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

Always looking ahead, Enyi says that as of today, he is most proud of winning the MTN- Mobile Telephone Networks South Africa pitch, because it demonstrates how an agency group that starts with integrated, strategic thinking can make a difference to a client—even if they are based in Lagos, Nigeria. In fact, MTN originally planned to search for two agencies given the sheer scope and size of the company’s marketing needs. However, after the presentation by Enyi and his team, MTN changed their minds about a second agency as they did not want to dilute the work planned by Casers.

Dictionary definitions aside, how would you characterize innovation in the work you do?

“Innovation is any form of marked improvement on current thinking. At Casers, we don’t benchmark against others. We have to think about our environment and be one step ahead. Innovation must be original, it cannot be copied.”

What are some of the biggest challenge you face in Nigeria?

From the standpoint of doing advertising in Nigeria, we have two challenges—diversity and IT infrastructure. Few people recognize that Nigeria has 279 ethnic tongues and many tribes and religions. It is a task to plan a national campaign, and budget issues can certainly result. Also the infrastructure of the digital age is not yet built. Although internet access will come via mobile, there is a tremendous need for technological development.

Of course, the other large challenge is the perception of Nigeria to the rest of the world. There is a need to brand Nigeria as it boasts some of the most hospitable people in the world. They are welcoming and are happy, even if some live in adverse conditions.

I often tell the story of how I left my wallet with £3000 in the back of a London taxi. The cash was necessary as sometimes Nigerian credit cards are not accepted in other countries. I was able to track down the cab driver and reclaim my wallet and my cash. When he saw my relief, the driver remarked, “There are more good people in the world than bad.” This is no different in Nigeria.

Any other interesting aspects to your international background?

I speak three languages—Igbo, one of Nigeria’s 3 major languages, pigeon English, and English.

My parents were both teachers, and my mother went to school in London. I attended the University of Edinburgh.

I’m learning how to sail at the Lagos Yacht Club on the Atlantic Ocean. I promise it will be my obsession—for just 1 year. (I have a short attention span.)



Norbert Fruteau de Laclos
SVP, Group Creative Director
RAPP New York

Current Clients: Merck (Gardasil, Singulair, Zetia, Vytarin, Adherence) and Medco; he is also involved in new business pitches (including recent wins for LifeScan, Humana, Viagra and Nicorette)
Born: Clermont-Ferrand, France
Worked in: Paris, South of France, New York, Barcelona

Name an innovative idea or business solution for which you are most proud. In 2007, Norbert created a Super Bowl television spot, "Beat the Risk", for the American Heart Association and King Pharmaceuticals. The goal was to encourage men aged 40+ to have their blood pressure tested – something a lot of men get lazy about or, worse, don't think about at all. The advertisement was – to pharmaceutical/healthcare clients who typically prefer traditional, 'safe' marketing – outside the norm. But Norbert pushed to do something that would really stand out and be remembered, especially on the world stage of the Super Bowl. As a result of the spot, traffic to the American Heart Association website skyrocketed to more than three million from an annual average of 150,000. It also won Norbert a Silver Medal in the New York Festival Awards in all categories of TV.

Additionally, within the past 10 years, Norbert has worked on Prilosec, Nexium, Seroquel, Pulmicort and Enbrel and led the global, consumer and healthcare provider launches for all but Prilosec. These five pharmaceuticals are among the 10 biggest pharmaceutical blockbusters of the decade in the US.

What role does innovation play in your marketing strategy today? Norbert is the first person to tell you he does not deserve all the credit for his ideas. He surrounds himself with a strong team and, in helping them to grow and become better at what they do, he is able to continually improve himself as well.

What is the biggest challenge you face in applying innovative thinking to international projects? Ignorance and lack of openness to other cultures. Some cultures do not allow innovation and creativity because of their politics or political correctness regarding religion, race, cultural backgrounds, etc. For instance, in a culture where women can't show skin, how can you expect them to be open to creative and innovative marketing?

Dictionary definitions aside, how would you characterize innovation in the work you do? Norbert brings ethics into pharmaceutical advertising, an industry constantly under the microscope and often perceived as untrustworthy. He believes you must respect doctors and consumers equally and that if you do the advertising well and with integrity, the results will follow.

Any internationalist trivia about yourself? What is most surprising about Norbert's success as a creative is the fact that he had received his law degree – a French Master's degree in Medical Law and Health Institutions, as well as a degree in Economy of Health. When asked about his surprising education, he quotes his father who used to say, "With a law degree, you can do anything!" Apparently, dad was right.

Norbert is also a descendant of Pierre Choderlos de Laclos, an 18th Century author who wrote the novel, *Les Liaisons dangereuses*. Two hundred years later it was adapted for the film, *Dangerous Liaisons*.

Mark Sherman
Founder & Chief Executive Officer
Media Experts,
Montreal|Toronto|Vancouver



Current Clients: Bombardier, Aldo, Westjet, Telus, BMW and Mini, among others.
Born: Montreal, Canada
Worked in: I have worked in Montreal all my life with business interests in Montreal, Toronto, Vancouver and New York

Mark Sherman founded Canada's Media Experts in 1981 with a staff of three. Today with 130 media pros, Media Experts ranks as Canada's largest independent media services firm with offices in Montreal, Toronto and Vancouver. His pragmatic approach to media measurement and the state of media science has bred a group of media professionals who go way beyond the numbers to create effective media solutions designed to build their clients' businesses.

Mark's passion lies in bringing accountability and interactivity to traditional media. He invented Telescopic TV advertising in 2006 with the commercial deployment of etc.tv. This global first deploys a hyperlink from a 30-second TV ad to a long form ad served on demand in a cable environment.

More recently Mark launched Cmore media, a service allowing print readers to hyperlink to more online content using their mobile phones.

Mark's interest in pushing traditional media into the 21st century is not limited to new media ventures, but also includes the development of "Sniper," a suite of Canadian media valuation tools which allow the deflation of traditional media ratings and the isolation of target customer contacts with advertisements. His team developed and employs a new one-to-one metric, CCC, "cost per customer contact" which is directly comparable with a CPC metric employed on the online side.

Frustrated by what he calls "the medieval" state of the media art and sciences and relentlessly motivated to innovate, Mark Sherman and his team of Media Experts are developing a "tradigital" dashboard which tracks the effectiveness of traditional media by correlating online behavior and data to offline advertising activity.

Mark and his team work with a "customer first philosophy" to exhaust every avenue to maximize customers' return on their advertising investments. This approach to media coupled with a unique techno-acumen, has gained Mark Sherman a reputation as a media futurist, while also being known as "the iTV pioneer" in the Canadian advertising community.

Why do people see you as an innovator? Because I doubt the conventional...for good reason!

What role does innovation play in your marketing strategy today? It's difficult not to innovate when you're given a stone axe and need a power saw.

What is the biggest challenge you face in applying innovative thinking to international projects? Moving big companies to think nimbly.

Dictionary definitions aside, how would you characterize innovation in the work you do? The ability to find new ways of doing things better.

Any other interesting aspects to your international background? I'm the son of a world-famous jewelry designer and manufacturer, but my career in media began in radio where I worked on air as Canada's first FM radio promotion director.

Born and raised in Montreal, Mark has a unique perspective on both English and French Canada. As a bilingual, English-Montrealer, Mark has a foot in both cultural ponds, enabling him to often gain and share insights less apparent to others.

Any internationalist trivia? Well, I've skied in a lot of places!



Tracey Scheppach
Senior Vice President/Innovation Director
VivaKi, Chicago

Born: Iowa, USA
Worked in: Chicago, Illinois- USA with extensive travel in the US and worldwide

Tracey Scheppach currently serves in a dual role, where she splits her time between Starcom MediaVest Group's Advanced Media Center of Excellence (SMGx) and VivaKi, where she oversees the entity's unique research initiative The Pool, which aims to find the most optimal ad formats across emerging media.

In her role at SMGx, she champions smarter ways for clients to leverage emerging media contact points. She is also an advocate for further advancing interactive television and addressable advertising, a field in which she has led many research initiatives.

From her research in the first two lanes of The Pool, Tracey has helped identify a winning ad model called the ASq that is being built and operationalized for the industry-at-large. Helping her in this large undertaking is an industry task force called the Rising Tide Co-op, which includes tech companies such as Panache, TidalTV, Visible Measures, VINDICO and, of course, VivaKi.

The amount of work this one woman has done to advance standardization of online video, promote addressable advertising as the future of TV, and obtain more accurate data and metrics for emerging media is astounding.

What role does innovation play in his marketing strategy today? The world we live in is one of constant innovation, with online video, DVRs, VOD, mobile media and video sites like YouTube and Hulu allowing consumers to access information however and whenever they want. And that's just the beginning. As video technology continues to develop, Tracey's job is not only to understand it all, but to grasp how these changes affect consumers' behavior and responses to advertising- and figure out how marketers can best adapt to these new equations.

Her role, which was created in June 2009, makes Tracey responsible for all strategic and operational oversight of SMG's Advanced Media Center of Excellence and charges her with determining best practices and standards for emerging video technologies. She also helps invest clients' advertising dollars across cutting edge video contact points such as addressable advertising, online video, DVRs, VOD, IPTV, interactive TV, mobile video, second-by-second set-top box measurement and more.

Name an innovative idea or business solution for which you are most proud. Tracey is one of the founders of the VivaKi program known as The Pool, a testing initiative built on the collaborative participation of a select group of clients, content providers and tech companies—all of whom are "pooling" insights and resources in pursuit of future engagement models while still in the development stage. The goal of this research and development initiative is to gain insights into emerging forms of media and create industry standards for new advertising models.

The Pool's first "lane" of study named ASq® the winning online video ad format. This scalable, new online video ad format could potentially change the economics of the category to provide higher rates for advertisers and greater engagement for consumers. Tracey believes that the ad formats now used are not properly monetizing the value of the content.

With ASq®, advertisers pay when their ad is selected, resulting in publishers getting a higher ad rate for that selection. Consumers get to pre-select the categories of ad messaging they prefer—movies, auto, retail, fashion, etc.—rather than being targeting with random ads.

Any other interesting aspects to your international background? Tracey worked with Wink, Inc., a pioneer in the interactive television industry, where she helped to create branding campaigns with 60 advertisers – including Procter & Gamble – on over 100 brands across 28 U.S. networks.

She oversaw global advertising strategy and research as the Monsanto Company's marketing director. There, she developed and implemented communications strategies to secure global public acceptance of biotechnology. Tracey also served as Monsanto's brand manager for Equal and NutraSweet, helping earn a Clio Award for Equal's 1998 "Scream" execution.

Any internationalist trivia? Tracey graduated from the University of Colorado with a B.S. in finance and accounting and became a licensed CPA. That seems like a long time ago given her achievements in marketing and media. Today she also serves as a member of the American Association of Advertising Agencies Digital Video Innovation committee, Google TV's Measurement Advisory Board and Invidi's Advisory Board.



David Lang
President
Mindshare Entertainment North America, New York

Born: Chicago, Illinois USA
Worked in: New York, San Francisco, Los Angeles and Fort Smith, Arkansas

David Lang may only be in the agency business for 5 years, but he is certainly finding ways to transform it.

The earlier portion of David's career was spent as he humbly says, "as a TV executive."

Not only is he an Emmy Award-winning producer for his work on the Rosie O'Donnell Show, but David adds writer, director, and former on-air personality to his litany of talents. He has developed and produced comedy, reality, documentary and scripted programs for cable and broadcast networks.

In other words, David has the perfect background for a media agency leader in the expanding world of content development and branded entertainment for marketers. As a forward-thinker, he's easily demonstrating how any old boundaries between Hollywood and Madison Avenue continue to blur.

"We are living in a moment in time or in history where the possibilities have never been as huge—particularly with online and mobile. If we can't create something wonderful for consumers to engage with, then shame on us."

Speaking earlier this year at Telco 2.0's Executive Brainstorm, he described his role by saying, "I oversee Mindshare Entertainment; we are a creative production group that sits inside a media agency. I'm a creative guy—a producer, but I now work at a global media agency, which is something very different. We create multiplatform content for clients based upon consumer insight, strategy, marketplace dynamics and target behavior. In fact, we've completed 40 projects in 5 years for all of Mindshare's major clients, including Unilever, IBM, American Express, and Sprint."

Among David's award-winning projects is "In the Motherhood," a multi-platform entertainment program for moms created for Unilever's Suave and Sprint. The program, featuring King of Queens actress Leah Remini, was created first for the web, then crossed over to television as an ABC-adapted prime-time show after attracting 5.5 million online viewers. This was one of the first web shows to migrate to TV. The initial Webisode series was scripted on real-life experiences based on an online community with user-generated content.

David also initiated the "Life Tastes Good Championship" for LG Home Appliances, a global, multi-platform campaign based on an international amateur culinary competition. Mindshare Entertainment in collaboration with CNN produced 60-second spots to promote the cooking competition, LG products, and an array of contestants. Based on the Championship's success, LG has now made this an annual competition in locations from Dubai to Thailand with varying themes to showcase its innovative and stylish home appliances to cooking enthusiasts around the world.

For Unilever's Degree deodorant, David and his team collaborated with 20th Century Fox to create "The Rookie," a web-based series inspired by anti-terrorism agent Jack Bauer from "24." Long-form Webisodes were available online at Fox.com and on high-definition, interactive television channels. Fans of the show could access additional content and enter a trivia sweepstakes. Mobile reminders prompted them about the next "Rookie" episode and the sweepstakes. The effort produced over 15 million video views.

Other projects have featured 30 Rock's Jane Krakowski in Webisodes for Unilever's Breyers Smooth & Dreamy ice cream and Desperate Housewives' Felicity Huffman in the launch of Dove Calming Night products, a Web series directed by Penny Marshall.

All of these original programs have not only made a positive impact on brand metrics, but most have also received awards for great advertising and effective work. David Lang certainly knows how to turn an interesting story and a good script into engaging, new solutions for brands. What divide between Hollywood and Madison Avenue?



Andy Wasef
Emerging Platforms Director, Interaction
MEC, New York

Born: London

Worked in: Although Andy has only permanently lived in New York and London, his work has taken him across the US, France, Italy, Germany, Denmark, Sweden, Norway and The Netherlands.

Name an innovative idea or business solution for which you are most proud. Andy has been integral to the development of MEC's current mobile marketing offering including formulating GroupM's partnership with Joule, along with counterparts at both Mindshare and MediaCom.

Why do people see you as an innovator? Andy's role for the past 3 years has been dedicated to driving understanding and application of emerging media and technology for MEC in multiple markets. In the UK Andy helped initiate MEC's social media practice and introduced new revenue streams through the agency's buzz monitoring service. He also created Emerging Platforms networks in the UK and EMEA. Andy has also championed monthly innovations and ideas presentations to be shared among the global network.

What role does innovation play in your marketing strategy today? For our clients, innovation and technology have become increasingly important over the last several years. The speed of change in digital technology affects consumer behavior and brings new opportunities in marketing. As a result, innovation is no longer a luxury for a few elite brands, but a necessity for almost everyone. Innovation in our strategies plays a variety of different roles in meeting client objectives, but most importantly it should do something more effectively or more efficiently than what came before it by adding value to the consumer and their experience with the brand.

What is the biggest challenge you face in applying innovative thinking to international projects? The greatest challenge, undoubtedly, is the application of new and emerging platforms/technology across multiple markets where levels of consumer adoption and the sophistication of use vary significantly. Additionally, technology standards vary across markets so implementing an initiative internationally can be extremely complex, costly and resource intensive—especially relevant given the nature of innovation means it's often untested and therefore more risky.

Dictionary definitions aside, how would you characterize innovation in the work you do? By helping to keep MEC at the forefront of developments in digital technology and marketing—on such platforms as mobile marketing, gaming, advanced targeting, digital out of home, next generation TV, social media and content distribution—Andy's responsibilities are characterized by innovation. He plays a key role in developing the agency's products/services in these areas, educating the agency staff on emerging platforms, developing best practice guidelines, and creating partnerships with best-in-class suppliers.

Any other interesting aspects to your international background? Andy ran an emerging platforms network across MEC EMEA in his previous role from London. He's worked on several global new business pitches and has helped develop the latest agency planning process in conjunction with a global taskforce.

Any internationalist trivia about yourself? His father is Egyptian and grew up in Cairo until he was about 20 years old, when he met Andy's mother in a hostel in London!



Kenny Tomlin
CEO
Rockfish Interactive—Rogers, Arkansas, USA

Current Clients: Sam's Club, Procter & Gamble, Cisco, American Greetings, United Healthcare, Amos Publishing and Walmart, among others

Mention the US state of Arkansas and usually two items come to mind: 1. the birthplace of William

Jefferson Clinton, US President and former Governor of the state, and 2. the global headquarters of Walmart, now ranked as the #1 company on the latest Fortune 500 list. Now add a third item to your Arkansas notables—Rockfish Interactive, a fast-growing agency/consultancy/tech solutions company, now with global ambitions, founded on innovation and created by Kenny Tomlin.

Kenny founded Rockfish Interactive in 2006 after leading a successful interactive company in Dallas, Texas. Through a unique leadership style, a top-notch team and an intense drive to provide a great customer experience, the company has grown from a handful of employees to 85 full-time professionals in four years. With the unique ability to innovate and integrate—in other words, to conceptualize and build web sites, mobile applications, microsites, e-commerce sites, widgets, social media and other custom software initiatives—Rockfish designs, develops and deploys solutions for clients as well as products incubated in the Rockfish Labs division. The company is a trusted partner to some of the largest and most successful companies in the world.

Name an innovative idea or business solution for which you are most proud. It's easy to point to the awards that we have on the shelf for the solutions that we've provided to Walmart, P&G, Mott's and others. Or, to look at how we're changing the way industries do business today with the solutions that we're working on that leverage today's mobile technologies.

However, as a technologist at heart, I'm proud of the ideas that have germinated from within Rockfish that we've built into successful companies. Rockfish Labs has been responsible for an award-winning Twitter application, TidyTweet; our own coffee brand, Silver Joe's Café; and the recently launched PlayNextLevel.com, which connects high school and junior college football players to college coaches nationwide.

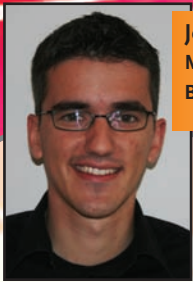
Why do people see you as an innovator? Personally, it's just a part of who I am. I've been involved in several start-up businesses that have been reflections of my passion for entrepreneurialism. I love to evolve ideas into solutions. My door is always open to a new idea, and employees stop in frequently to hash them out. It's the way that I'm wired—to see the opportunities that exist in the world.

Dictionary definitions aside, how would you characterize innovation in the work you do? Innovation is what we do. An idea can come from anywhere, anyone and at any point in the process of developing a solution, and we will quickly evaluate what it may, or may not, add to the overall project. Being a digital innovation partner is about understanding the project needs, being an expert in technology and merging the two into an industry-changing solution.

At Rockfish, we don't stand still; we're constantly on the lookout for new technology and new opportunities to apply that technology. Application could include anything from improving a client's business to building a brand new enterprise from scratch, which we've already done several times. We also know that we're not going to have all of the ideas. There are great companies and entrepreneurs that need a partner to take their business to the next level, and we're here to work together to determine the strategy that will result in success. And, we hire good people who have an ability to adapt and a knack for survival.

We're changing the way agencies, consultants and technology companies do business because we're all of them rolled into one full-service, digital partner for innovation.

International Expansion Plans for the Future? Not only are we helping companies grow, but we're also growing ourselves. Rockfish has opened up three new offices in the past twenty months with a fourth is set to open in Cincinnati. Our eyes are on Asia and Europe in the not too distant future. After all, our own coffee company, Silver Joe's Café, already has a store in Tokyo.



Jean-Guillaume Paumier
Media Account Manager
Banner Corp., London

Born: Paris, France
Worked in: Paris, London, Dublin

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

I have recently worked on a European plan to promote mobile memory card technology across a young audience who enjoys dance music. The twist to the brief is that the client tasked the agency to look at multiple objectives: drive interaction for a competition, boost awareness but also support retail across 6 very different markets.

The innovation of the plan lies in its ability to balance all the objectives:

- » Bespoke video interactive formats
- » Multi-tabulated formats
- » Taking the targeting on Google and Facebook to new levels to make the budget work harder
- » Integrated strategy to maximize reach

Also, an outdoor placement in key London stations will entice users to connect via Bluetooth to MMS and receive free dance music content. Definitely one of the most challenging and exciting projects I have worked on.

What role does innovation play in your marketing strategy today?

Innovation, a bit like technology, should never be a gimmick but a facilitator. I always need to understand what this new idea or media solution can actually bring to my clients. One of the best examples of this issue is social media, a super buzz word in our industry. Not all briefs mean that Facebook or Twitter has a place in a media strategy, no matter how innovative the advertising integration. However, if an idea or solution helps achieve the clients KPI's then it is my role to make sure innovation is integrated seamlessly to the benefit of the campaign.

What is the biggest challenge you face in applying innovative thinking to international projects? Clients project timelines and budgets often mean that innovation isn't allowed to take more room in the media strategy. Innovation often equates to bespoke solutions which require more time from all parties involved. And, if the start date is key, then client often feel safer looking at traditional options where they have more experience and feel they can manage timelines.

From an international point of view, local specifics mean that a great digital innovation in the UK for example may not apply to less digital mature markets. Multiple markets can make innovation even more complex to implement or just simply unworkable.

Dictionary definitions aside, how would you characterize innovation in the work you do?

Innovation takes multiple forms:

- » It comes first of all with an "outside-the-box" attitude to new projects, solutions and briefs. Never be afraid to challenge a brief as you may have media insights or creative ideas which mean that you are confident that the brief needs to be modified.
- » Constant brainstorming sessions with publishers, creative agencies and clients are always the best way to keep innovation alive. This means you are adding all the pieces of a puzzle together which should turn into something comprehensive. This may take time and be frustrating so, when possible, allow for this.
- » Understanding the techy side of digital so you can translate the immediate benefits to a client's campaign. For example it is important to understand the full scale of Google Adwords targeting possibilities by setting up campaign to fully make the most of this solution. Never be scared to go on regular trainings to fully master all the many components of the digital world.

Any internationalist trivia about yourself? I found out the best way to network in the London agency industry. Whilst still working on the publisher side in France, I invited key personalities from top London agencies to join me for a 6 nations rugby game in Paris. We ended-up drinking until 4 am in the morning. Little did I know that my drinking buddies would become my future employers when I moved to London. Forget LinkedIn, try multiple drinks.

Follow JG's blog at mediamint.blogspot.com



Paul Suskey
Owner
MEDIA 8, Miami

Current Clients: Audi, Hertz, Mexicana Airlines, MTV, Starwood, Unilever

Paul Suskey represents a new breed of agency owner. His focus is digital, while his specialization is to successfully provide multicultural marketing solutions for the fast-growing US Hispanic community, while also connecting marketers to the increasingly-powerful and web-savvy Latin American consumer. Miami, of course, is at the pan-regional center of Latin marketing and a melting pot of multicultural, as Paul would attest given his own US and Latin roots. (In fact, many would argue that Miami may be the only place in the US that's actually located outside the States, in Latin America.) Despite the extraordinary differences among these varied groups of consumers, Paul manages both Americas—North and South—well.

After serving as Media 8's co-founder since the company's inception in 2001, he is now solidly the owner of the privately-held shop, best described as "Helping companies communicate with Latinos. Daily. Digitally." He believes that "A fast and radical transformation in the advertising landscape is underway." The company's philosophy for success is built on innovation, creativity and technology—the three elements that Paul believes are the core ingredients of both effective and award-winning marketing programs today. He admits that engaging Latin Americans and American Latinos online is not an easy task, but it is possible through planning, implementation, optimizing and learning. "We put no boundaries on ideas or languages," he adds.

His company's services include Strategic Planning, Digital Media, Digital Creative, Web Development and Advanced Analytics. Paul manages day-to-day operations, new client acquisitions, and client service aspects of the agency. He also directly helps oversee, along with experienced teams, the strategic direction of all Media 8 clients, maintaining an additional focus on travel-related clients and their initiatives.

Despite his role as owner, he is as conversant on the specifics of media buys as he is on the cost of employing talent in the region. A frequent panelist at industry seminars, he recently talked about the increase in demand for online video creation, admitting that it's at the heart of every recommendation Media 8 makes. "Taking a 30-second spot and just throwing it up on digital rarely produces a desired effect. We tend to favor customized skins linking out to e-commerce. Also, thirty seconds online is very lengthy. We tend to go toward more impactful 15-second spots. Pre-roll enhanced by a branded video player skin is particularly effective. We generally exclude Pop-ups and Pop-unders, partly because the technology to block such ads is so prevalent, but also because it can be irritating to the recipient and thus serve to detract from the marketing effort."

His vision for the region is clear. He's bullish—even beyond the big markets of Argentina and Brazil. "We are seeing other Latin American countries coming into the fore, however. Colombia's growing economy and more liberal business incentives are beginning to attract more business from the U.S. media sector.

Mexico is an increasingly significant player, and is graduating more IT professionals than any other country in the region. As its talent-base is growing, so is its flexibility from a trade standpoint. Additionally, it benefits from being located so close to the U.S.

Panama is buoyed by the most flexible financial structure in the region, but is hindered by the rather limited talent pool. And finally, Costa Rica is a market to watch, with companies like Intel and HP setting up shop there."

Prior to starting Media 8, Paul was Founder and President of Latin Media Works, a Miami based Hispanic market interactive buying firm, as well as Director of acquisitions for Engage Inc. (Division of CMGI) where he managed Interactive site acquisitions for the US Hispanic and Latin America Division.

Prior to a career in advertising, Paul worked as a financial advisor for Josephthal Lyon & Ross (N.Y.S.E.). Although it was a far-cry from his life today, no one would argue with his eye for the bottom line.



Karl Cluck
Partner, Co-Leader Invention Mindshare
Asia-Pacific
Singapore

Current Clients: Unilever

Born: Texas, USA

Worked in: New York, London, Shanghai, Singapore

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

Mindshare leads the global communications strategy for Unilever, including the Dove brands. The “Campaign for Real Beauty,” which aims to challenge conventional perceptions of beauty, takes on different forms in each market. However, China posed a challenge. The Chinese have a practical view towards beauty, which they see in absolutes: you are either beautiful or you’re not. Karl’s challenge was to take Dove’s global platform and apply it to a market like China.

Karl’s solution stemmed from a Chinese saying, “There are no ugly women, only lazy women.” He realized that he could challenge the conventional perception of beauty in China by taking a woman and making her more beautiful by showcasing her spirit, attitude and determination. This insight led Karl to three standout innovations in a single campaign:

1. He created a platform that featured the right message, instead of searching out for one that simply reached the target. Karl was able to take the already successful US show Ugly Betty and create a Chinese version. Because Mindshare was the producer, Karl was able to mold the story line to match the goals of the “Campaign for Real Beauty.”
2. Rather than rely on product placement, Karl made the client part of the show by setting Ugly Betty in an advertising agency and making Unilever her client. He also brought Betty’s advertising suggestions to life. If Betty came up with an amazing idea for an outdoor installation in Shanghai, then Mindshare would actually build that installation.
3. The campaign changed the financial dynamic of media. The “Campaign for Real Beauty” was done with a limited budget, yet the program punched above its weight via the scale of a national TV network. This changed the economics of media, because Mindshare did not need to buy media as it became an active investor in content.

Why do people see you as an innovator? Karl understands that innovation is not about creating something that no one has seen before. It is about using existing things differently. It is not about creating a new technology, but rather about developing an idea that uses the platform differently and in a more engaging fashion that goes through the line with a single strategy.

What role does innovation play in your marketing strategy today? “Innovation is not a question of choice. Consumers are innovating every day. When a new piece of technology is created, consumers will come up with unpredictable ways of using it. So we need to understand these changes and react to them with an equally creative response—as quickly as possible. Facebook launched in 2005 and now has 500 million users globally. We cannot ignore these trends or the speed at which they change. The challenge is that there are no correct answers.”

Any other interesting aspects to your international background? Karl began his career as copywriter at Comedy Central before moving to a design agency that focused on the launch and re-launch of TV stations. Razorfish bought that company, and he spent several years working in digital creative before eventually moving to media.

Any internationalist trivia about yourself? Karl is one of a few Americans (or Ad guys) to actually go to North Korea. After handing over his phone, he traveled throughout the country, only to find one ad—a billboard in Pyongyang.



Ricardo
Regional Media Director
Starcom MediaVest Group,
Miami

Current Clients: Samsung

Born: Sao Paulo, Brazil

Worked in: Chicago, Illinois & Miami, Florida- USA; Sao Paulo, Brazil

Current Clients: Marriott Hotels & Resorts, Telefonica & General Electric

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

Ricardo is most proud of the barrier-breaking work he did with client Samsung through collaboration with Discovery networks to take part in an integrative campaign around The Amazing Race Latin America. This concept broke through previously established barriers within the region, and provided a level of interaction between people and product that was new and unique for Latin America. This campaign permitted several product divisions of Samsung to take part in a 360° approach that included ideas for the brand’s televisions, digital cameras, camcorder and cell phone divisions. The Samsung-Amazing Race collaboration expanded well beyond the TV set and into the online world.

Why do people see you as an innovator? For Ricardo, technology and innovation is not just a part of his work, but rather a part of his everyday life—it is what he lives and breathes. Having a strong belief in his own ideas and work translates into a confidence that leads to success. Keeping an open mind drives him to constantly push the envelope and give his clients the opportunity to expand beyond the norm. Ricardo is an enforcer of the fact that in order for content to be successful, media practitioners need to go beyond the traditional 30-second spot and discover how content can relate to people and their lives through deeper human understanding.

What role does innovation play in your marketing strategy today? Small budget local campaigns and large-scale pan-regional multi-million dollar campaigns are both equal in Ricardo’s mind. To him, stepping away from traditional strategy and focusing on creative abilities is the strongest asset one can have. Ricardo understands that if a client cannot stand out in a crowd, there is no value added to the brand. The key to a superior strategy is innovation. Innovation is limitless in today’s world given our ever-expanding ways of reaching desired consumers. Therefore, turning strategy into powerful solutions that embrace new tools, new platforms and new outlets to connect with consumers is necessary.

Dictionary definitions aside, how would you characterize innovation in the work you do? To Ricardo, an innovator is someone who thinks outside the box and applies creative solutions and forward-thinking concepts in every aspect of their career. To innovators, ideas are not something that just fall into their lap; rather, ideas are something that they create to solve the challenge as efficiently as possible. In today’s world of tight budgets, money is not the answer to a better campaign. Focusing on new trends and technologies in media and pop culture and how consumers are utilizing these communications tools in their daily lives is what brings success. Innovation is being a trendsetter, not a follower.

Any other interesting aspects to your international background? Ricardo grew up with a father who was employed as a chemical engineer for an international company, giving him the opportunity to move frequently during his childhood. To him, it was something that helped to broaden his worldview and shape who he is today. Having the ability to see so many different cultures and parts of the world has left Ricardo with an open mind to new things and experiences.

Any internationalist trivia? Ricardo speaks five languages (English, Portuguese, Spanish, French and Italian) and has worked in every country in Latin America. His love of traveling and exploring has left him only with Australia and Antarctica on his list of continents to visit.



Cheuk Chiang
CEO—Asia Pacific
PHD

Born: Melbourne, Australia.
Worked in: Australia and Asia Pacific roles based out of Singapore and Hong Kong.

Name an innovative idea or business solution for which you are most proud. PHD in Asia Pacific has been on an exciting journey of change over the past two years. In 2008, we were relatively unknown in the region. Today, we are winning major pitches like Unilever and HP, opening new offices, doing great award-winning work and going from strength to strength. There have been a number of factors that have driven this change but the most impactful has been our agency wide push towards implementing a new innovative culture.

To futureproof the brand, two years ago, we re-engineered our culture to one more akin to that of an ideas company rather than a traditional media agency. We tore down walls, removed doors, made our offices open plan, injected music into the workspace, added in quirky architectural features and designed an environment that encourages free thinking, inspiration, collaboration and innovation. It's one thing to say that you are innovative, but you have to show staff and clients that you actually live it.

Why do people see you as an innovator? Because I'm passionate about great ideas, creativity and change.

What role does innovation play in your marketing strategy today? PHD is a media business that has been built on a culture of thought leadership, creativity and most importantly, **innovation**.

At our core is a strong belief that innovative media ideas matter. In our hearts is a commitment to lead the industry with thought provoking opinion and innovative thinking.

We believe that now is the most exciting time in the history of the communications business. Media, communications, entertainment, and related industries are experiencing rapid growth.

The traditional boundaries of the media and entertainment industry have also become meaningless. Today, almost every business and social activity is a form of media. An increasing proportion of our social interactions happen across media channels. Every organization is now a media entity, engaged in creating and disseminating messages among its staff, customers, and partners to achieve business objectives.

The current positioning of some media companies in a rapidly changing market means they are not experiencing this upside. They are caught in the old world of traditional planning and buying and noughts and crosses whilst others are doing fabulously well in tapping people's almost insatiable desire for content and connection.

PHD is an agency that is thriving in this new environment.

Our promise to all our clients is resolute—to always challenge ourselves to find a better way.

Finding a better way is the modus operandi that manifests itself across everything we do.

- » It's about constantly looking for improved performance, seeking innovation and creating new ways of using media.
- » It's about having the right tools to deliver deep new thinking.
- » It's about exploring new opportunities.
- » It's about actively managing and learning.
- » It's about inspiration, creative thinking and surprising and delighting clients and consumers.
- » It's about challenging conventional thinking.
- » It's about making a difference.

So in a nutshell, **innovation** is central to our marketing strategy today.

What is the biggest challenge you face in applying innovative thinking to international projects? Convincing clients to be brave. It's all about instilling confidence to do things in new and interesting ways.



K. Satyanarayana (Satya)
Vice President/Communication Partner
Media Direction India

Born: Hyderabad, India.
Worked in: Only in India but in different cities – Hyderabad, Chennai & Mumbai.

Name an innovative idea or business solution for which you are most proud. Satya is extremely proud of his showcase client, Siemens, for whom he created exclusive content on TV for their Answers Campaign. He has gone beyond the routine spot buy & sponsorship formula and negotiated with one of the leading business news channels to create numerous half-hour episodes for Siemens. The content for the same was co-created by the channel and Siemens where a "problem and solution" was discussed without compromising on editorial integrity or compliances to make the outcome look like a commissioned program. Siemens clients were met by the channel editorial team at their factories and discussed as to how and why they preferred Siemens. It was a 16-part series telecast during prime time, every week, with two repeats during the week. India is the only country where this was done and it has become a global standard in creating an interesting platform on TV for clients to share their experience with Siemens – a public endorsement by its clients.

Why do people see you as an innovator? Satya does things differently and also does different things. He is a firm believer in "BETTER THE BEST," that is, what is best today need not necessarily be best tomorrow since every best solution is contextual and situational. Therefore, he always looks to improve everything he does from the second time onwards.

What role does innovation play in his marketing strategy today? It's the only way we can communicate impactfully. Innovative execution provides a platform for not only communicating the message, but also provides an opportunity for audience engagement and interactivity.

What is the biggest challenge you face in applying innovative thinking to international projects? One must constantly overcome the initial hesitation to try an unconventional thing. The "tested & tried one is safer" attitude simply no longer works. However, his experience also indicates that every client today is looking for innovative solutions as long as they are Relevant & Different, Result-Oriented and Cost Effective.

Any other interesting aspects to your international background? Satya has had a number of opportunities to represent the agency at various international conferences, principally in Asia. However, later this year, he will be making his first foray to Europe to attend a Siemens/agency networking conference in Germany. He has already started learning German which he says is a snap compared to Hindi.

Any internationalist trivia? Satya is constantly on the go as the Agency has both offices and clients the length and breadth of the country. And traveling in India is its own challenge. Just recently, his plane in Hyderabad (far to the south) was grounded by a mechanical difficulty, and there were no flights available for literally 24 hours. Furthermore, the rail connections and deluxe sleeper busses were also booked. Having to return as soon as possible for business reasons, he caught the last overnight bus which was not air conditioned and filled to standing room. After 18 hours of standing, he made back to attend the meeting. Satya is a "real trooper" to the last.

Marc Schader
Chief Commercial Officer
MPG, Spain



Reda Raad
Group Managing Director
TBWA\RAAD, Dubai Regional Headquarters

Current Clients: During his 15 years of advertising and communications experience in the Middle East, Reda has worked with Nissan, Axiom, Rothmans of Pall Mall International, Emirates Airlines, Etihad Airlines, Virgin

Megastore, Tag Heuer, CNN, HSBC, Standard Chartered Bank and Master Foods, among others.

Born: Beirut, Lebanon

Worked in: Kingdom of Saudi Arabia, UAE, Lebanon, Egypt, Qatar, Oman, Bahrain, Morocco, South Africa, Kuwait, Jordan and more

Name an innovative idea or business solution for which you are most proud. Reda is proud of his time spend in Saudi Arabia establishing TBWA\RAAD's business in the Kingdom. The market was pivotal to the company's long-term strategy of developing three key hubs in "hard-to-win" markets within the region: Dubai, Cairo and Saudi Arabia. And Saudi Arabia represented not only the biggest market, but the biggest challenge. Reda went to Jeddah without a sponsor, a partner, a client, or an office.

Le Meridien in Jeddah became his first home and office. Later, he moved to a 3-bedroom villa in a compound, and found a Saudi sponsor. The living room became the creative department, two bedrooms were for account management and the third bedroom was where he slept. He then established Nissan as his client and moved into more permanent headquarters.

As he spent more time in the Kingdom, Reda was realized that a lot of what he'd heard about Saudi may not have been true. "Saudi Arabia is really a great country. You have to live it to appreciate it, though, there are a lot of myths about the place. So many things are acceptable in Saudi; it's just knowing to what degree they are acceptable."

One such example was Reda's decision to hire Saudi women to work in the agency. "Staying true to our 'changing the rules' mantra, we were one of the first agencies—if not the first—to hire Saudi females. We insured that the women had a separate, private entrance and individual toilet facilities, and everything was fine."

The insights provided by our team of women were fantastic. Women have huge purchasing power in Saudi Arabia and are vital in the decision-making process—even for electronics and cars—because their livelihood is shopping. And having the women working there made our work much more compelling. "It's always been our belief that we have to disrupt the status quo. It's in our DNA. We welcome difficult challenges—we want to be able to achieve difficult, different things. That's what it takes to succeed."

In its first year of existence, this new start-up won 3 awards in the Swords, Saudi Arabia's first advertising awards show, including the best print ad for Nissan. Not only had the company quickly established itself as a local creative shop in a place considered difficult to do creative work, but it even generated a small year-one profit.

What role does innovation play in your marketing strategy today?

Everything... being in the creative business, innovation is a must to survive. Disruption, a TBWA belief and personal practice of Reda, has evolved and matured as communities around the network use, adapt and reinvent Disruption tools for specific market or client needs. The methodology and process can be employed universally to answer just about any challenge that a brand or company may have. Disruption is not limited to marketing and communications but can be applied to deeper levels of an organization including products and services or the core business offering.

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

Factoring in local culture to the overall thinking is the biggest challenge. We need to develop innovation that operates at the speed of culture. This means moving beyond 360-degree channel integration to a continual conversation every day of the year. We must create cultural conversations

Dictionary definitions aside, how would you characterize innovation in the work you do? Simply: Staying away from convention and disrupting the status quo.



Born: I was born in Madrid, although neither of my parents is Spanish; my father is American and my mother is Swedish. They met in Spain while my father was living there for work and my mother was visiting on holiday when she lived in Paris – and they've been there ever since! (So I speak Spanish, English, Swedish and French.)

Worked in: Spain, the US, and the UK. Travels extensively across MPG's global network.

Name an innovative idea or business solution for which you are most proud. There are two recent business achievements of which I am incredibly proud. First, I led the global team that won Hyundai-Kia's global media business this past spring. This is now the most important account for our international business and the largest in terms of billings. It also has great potential to continue to grow. We won this account in large part due to the client's desire for innovation and our ability to demonstrate our capabilities to make it a reality.

Secondly, I am proud of my lead role in the global launch of MPG International (MPGi), in effect turning one of our company's "hidden gems"—excellent local market expertise—into its own global powerhouse and standalone business unit. Now present in eight countries around the world, including the US, Germany, Italy, Brazil, Singapore, France, Spain and the UK, MPGi is one of the shining points of our global agency network, and is the hub of international strategic coordination + client innovation. In support of this mission, we established MPGi's first Executive Committee, which was charged with developing a common global strategy for the brand. Under careful stewardship, MPGi continues to expand into other global markets.

What role does innovation play in your marketing strategy today? Innovation is critical to our marketing strategy. If we don't innovate in the way we go to market, we don't stand out, and thus we can't make our clients stand out. Our challenge every day is to first facilitate an agency environment that fosters innovation and creative thinking, and then to translate and execute the best ideas across markets. Only through successful execution can we really demonstrate the value of innovation in marketing strategy.

What is the biggest challenge you face in applying innovative thinking to international projects? Implementation. Often, clients say they want new thinking and innovative ideas, but when the time comes to sign off on these ideas, the client instead opts for a safe option. Some clients want to be innovative but really only want basic planning & buying. Our challenge is to deliver on these immediate needs, while also demonstrating the value and ROI of innovation – this idea proves that you cannot solve old marketing problems with the same old solutions, and that fresh thinking is needed.

Another challenge that we have addressed is ensuring consistency and understanding of ideas and implantation across regional markets. New concepts often require additional briefing and local customization to ensure that the idea is implemented strategically and effectively across various global markets.

Dictionary definitions aside, how would you characterize innovation in the work you do? Innovation can take on many forms. Innovation means not making the obvious choice. It means taking risks and not being afraid to fail. Innovation is savoring change and feeling empowered by evolution. This means negotiating contracts differently, interacting with clients differently, structuring deals with media owners differently and motivating teams/talent differently.

Any other interesting aspects to your international background? I love to travel off the beaten path—and have visited all seven continents. One of my most interesting experiences was in Bhutan in Southeast Asia. Bhutan's leadership charts the country's success through a Gross Happiness Index, a systemic recognition of the importance of each citizen's well-being as it relates to the nation's overall health – a good lesson for all of us...

PAST INNOVATORS

2009

Tim Andree of **DENTSU**, New York
Bianca Baltrusch of **DA VINCI SELECTWORK**, Germany;
Joel Bary of **LATIN MEDIOS**, Miami
Serge Dumont of **OMNICOM**, Shanghai
Michale Fassnacht of **DRAFT FCB**, Chicago
Roderigo Reyes of **FIRE ADVERTAINMENT**, Buenos Aires
Malcolm Hanlon of **ZENITH OPTIMEDIA**, Shanghai
John Harlow of **NAKED**, New York
Mark Heap of **PHD**, Shanghai
Barbara Kittridge of **SPARK**, Chicago
Tom Laranjo of **TOTAL MEDIA**, London
Daryl Lee of **UNIVERSAL McCANN**, New York
Jessica Michaels of **MEDIAEDGE:CIA**, Seattle
Mike Moszynski of **LONDON**, London
Saneel Radia of **VIVIKI**, Chicago
Han Rand of **BLOODY AMAZING**, Shanghai
Lauren Richards of **STARCOM MEDIAVEST**, Toronto
Jasmin Sohrabji of **OMD India**, Mumbai
Brandon Starkoff of **STARCOM**, Chicago

2008

Ian Bell of **MEDIACOM**, London
Dan Benedict of **MEDIAEDGE:CIA**, London
Philip Brett of **TBWA/TEQUILA**, Singapore
Shadi Bteddini of **B.E. INTERNATIONAL**, New York & Dubai
Christina Dagnello of **MEDIAEDGE:CIA**, New York
Charlotte Freemantle of **UNIVERSAL McCANN**, London
Shubha George of **MEDIAEDGE:CIA**, Mumbai; Patricia
Gogliara of **McCANN ERICKSON Brasil**, Sao Paulo
Alistair Henderson of **FUSE/OMD**, Sydney
Rob Hilton of **THE PROMOTION FACTORY**, Melbourne
Christian Kugel of **DENOU**, Chicago
Hani Mahdi of **MINDSHARE INTERACTIVE**, London
Laura Milsted of **JUST MEDIA**, London
Mark Stewart of **OMD**, New York—*now head of Global Media at KRAFT*
Nazeer Suliman of **UNIVERSAL McCANN** South Africa,
Johannesburg
Martin Sundberg of **MEDIACOM**, Stockholm
Will Swayne of **CARAT**, Hong Kong—*now at Carat in New York*
Givi Topchishvili of **GLOBAL ADVERTISING STRATEGIES**,
New York
Becky Walden of **STARCOM**, Chicago
Crystal Wang of **G2 STAR ECHO GROUP**, Beijing and Felix
Wong of **THE MARKETING ARM**, Beijing.

2007

Damian Blackden of **UNIVERSAL McCANN**, London
Adnan Brankovic of **INITIATIVE**, New York
Chris Carmichael of **MINDSHARE**, London—*now Head of Customer Marketing at NOKIA UK*
Peter Colvin of **MEDIAEDGE:CIA**, London
Hamish Davies of **MEDIAEDGE:CIA**, London
Rupert Denny of **BANNER**, London
Andrew Fair of **OGILVY**, New York
Torie Henderson of **OMD**, Hong Kong
Philip Jabbour of **STARCOM MEDIAVEST**, Dubai
Michael Jones of **MEDIAEDGE:CIA**, Miami
Elie Khouri of **OMNICOM MEDIA GROUP**, Dubai
Silas Lewis-Meilus of **MINDSHARE**, London
Christophe Mayer of **ZENITH OPTIMEDIA**, Paris—*now of LVMH Paris*
Hiroshi Ochiai of **TBWA/HAKUHODO**, Tokyo
Tonia Perretta of **INITIATIVE**, London
Anna Ringsberg of **CARAT BUSINESS**, Malmo
Patrick Ryan of **MEDIACOM**, London
Sesh Sampath of **BBDO Asia**, Singapore
Jacqui Seddon of **JUST MEDIA**, London
Latha Sunderam of **STARCOM**, Chicago
Jill Toscano of **MEDIAEDGE:CIA**, New York
Hanne Tuomisto-Inch of **BANNER**, London and Magnus
Wretblad of **LOW BRINDFORS**, Stockholm.

2006

Jorge Irizar of **MPG**, Paris
Stuart Clark of **MPG**, London—*now of MPG, Singapore*
Diana Sevillano of **OPTIMEDIA**, Miami
Andrew Swinand, **STARCOM** Chicago
Joe Warren of **UNIVERSAL McCANN**, New York—*now SVP, Group Client Director at MediaVest*
Matt Eaton of **MEDIAEDGE:CIA**, Tokyo
Lori Senecal of **McCANN WORLD GROUP**—*now CEO of Kirshenbaum Bond, New York*
Somak Chaudhary of **LEO BURNETT**, Bangkok
Matt Dyke of **TRIBAL DDB**—*now at his own agency, London*
Carolina Jimenez-Garcia of **MINDSHARE**, New York
Mark Boyd of **BARTLE BOGLE HEGARTY**, London
David Desocio of **OMD**, New York
David Mayo of **OGILVY & MATHER**, Singapore
Tom Brookbanks of **MEDIAEDGE:CIA**, New York
Asuka Mogi of **BEACON COMMUNICATIONS**, Tokyo
Jimmy Liang of **LEO BURNETT**, Guangzhou
Rob Hughes of **MINDSHARE**, Beijing
Steve Traveller of **STARCOM**, London
Ean Shearer of **DENTSU**, New York
Kavita Kailash of **LEO BURNETT**, Mumbai
Sean Finnegan of **OMD Digital**, New York—*now President/Chief Digital Officer—Starcom MediaVest Group*
Mark Jones of **ZENITH OPTIMEDIA**, San Francisco—*now of MTV*.

See the innovator blog at:

<http://www.agency-innovators.typepad.com/>

Authority Leadership: Customer Engagement Grows from Customer Knowledge, Customer Insight and Customer Advocacy

The Views of Donovan Neale-May,
Founder of the CMO Council



Donovan Neale-May is leading the charge for something he calls “authority leadership.” He is the president and managing partner of GlobalFluency, Inc., a global organization of independent marketing and communication firms with 70 offices in over 40 countries. But he is perhaps best recognized as founder and executive director of the Chief Marketing Officer Council, a global affinity network made up of more than 5,000 marketers. He has further driven the concept of “affinity networks” by launching such groups as the BPM Forum and the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE). Neale-May defines peer-based affinity networks as “highly respected membership groups and communities that serve as critical global channels of insight, access and influence.” He argues that such networks represent a powerful way to “enable companies to initiate strategic conversations and knowledge exchange with key stakeholders and purchase influencers.” His work on authority leadership is the means by which he helps clients strengthen their market positioning by staking out a compelling point of view. Britton Manasco interviewed Neale-May recently for his take on key trends in the B2B marketing arena:

Let me just start by getting your perspective on what you called “authority leadership.”

What is it and why is it important?

What we’re doing is, in effect, making an argument for why the solutions and services companies are offering something relevant and valuable—something that addresses pain, vulnerabilities and risks. So the whole point of authority leadership is to have an advocacy position, a point of view. It’s about being able to speak to what is contextually relevant to the customer, not just about your products. For years and years companies focused on their products, functions, features, speeds and feeds. But nobody has been painting the mural. Nobody has been addressing the key issues, challenges, problems, needs, requirements that truly concern customers.

Companies need to directly focus on these issues. The problem with too many marketers today is they don’t look at the marketplace strategically. They don’t build platforms that establish credibility. They don’t take the steps necessary to establish authority in the marketplace.

So they aren’t producing relevant and valuable content? They aren’t staking out a compelling point of view?

Exactly. They’re not equipping their executives. They’re not equipping their sales organization or their channel with meaningful, relevant content. And it is about content. It’s about intellectual capital. But most companies today are pretty poor at producing it.

Your content has to be well packaged. It has to be shipped and distributed effectively. Sometimes it’s sliced and diced and presented in different formats so it can be consumed quickly and efficiently. It may have a very limited shelf life.

Content generation is really what is important today in the marketplace when it comes to complex B2B. That’s because today’s decisions are based on business value propositions, performance requirements and process improvement mandates. They’re not necessarily made from a technical standpoint. So you’ve got to have an argument for why your solution is going to help increase the efficiency, the effectiveness, the competitiveness or the differentiation of a company.

What then is the payoff for the B2B service or solution provider that embraces this perspective?

It’s essentially a way for B2B marketers to differentiate their enterprises, distinguish themselves, and elevate themselves above the noise. That’s why they need to embrace authority leadership.

Tell me more about how you’ve seen the buying environment evolve.

Customers have become more sophisticated and knowledgeable. They are less reliant on the vendor and the channel partner, and much more focused on peer-to-peer validation and co-innovation.

They’re the experts in many cases, particularly in the world of information technology. The customers are the expert in the application and the delivery and the installation, the implementation. In many cases, they want to go direct to the software as a service provider because the time to value is quick. Risk is low and the value proposition is clearer. They don’t have any cost of ownership issues and implementation. So not only is the technology delivery changing but the sophistication and

knowledge of the buyer and the specifier is changing as well.

The buyer also is very much more empowered to use the Internet to join communities, to get involved with affinity networks and groups to link in. Most of those folks are making buying decisions based on what their peers are saying. The whole environment has changed because the web has also enabled viral, word-of-mouth and knowledge sharing and knowledge exchange like never before. There's a place for everybody to go to learn and tire-kick and check and validate and affirm what the solution value is.

So what are smart companies doing that others are not?

There's a much stronger focus on the business—making a business case for the technology and that's got to be content-driven. They aren't putting out self-serving product stuff. They're gathering insights, knowledge. The world today is about conversational marketing. It's about engaging your customer in a conversation and modifying and adapting and evolving a relationship. And continuing that conversation so you grow more and more knowledgeable, familiar and tighter and more connected to the customer.

How does the seller remain valuable in a situation where all of one's prospects are most interested in communicating with their peers? What is the value that the seller has to add?

Well, the vendors have got to interject themselves into the conversation. They act as thought leaders when they have something meaningful to say or contribute to the conversation.

Thought leadership means you've got followers, right? So, you've got somebody thinking, "Yeah, I want to hear from this guy because he's actually credible. He's informed, he's knowledgeable. He's got a provocative point of view. It's pertinent. He's got research and market interaction data to support and make an argument."

Ultimately, authority leadership marketing predisposes and conditions the market to a need or requirement, elevates or sensitizes management to a strategic imperative to adopt or embrace or address a problem that they have in their organization.

How does this drive greater sales?

Maybe it enables you to sell up the food chain and make a stronger business case and make a stronger justification for the investment, and potentially increase the value of the deal, shorten the selling cycle. You'll have prospects identified who've already consumed content that indicates that they are interested in learning

more. It's not just about thought leadership; it's about demand generation. I mean, ultimately this is the route to take to actually create a more sales-ready, receptive marketplace.

The way you're doing it is through the manufacturing of meaningful content and the packaging and the delivery and distribution of that content and the tracking of the consumption of that content. That allows you to identify specific targets that have already been, shall we say, predisposed or are likely to be predisposed to your selling proposition.

Well, that's an interesting point you made about sales using it in the field. Are you finding that when this content is available to them they just take it and run with it? It just seems like there's a lot of research suggesting that salespeople generally don't use the content that marketing people create, or they haven't in the past.

Right, because most of the stuff marketing people create is pitiful. I mean, it's insipid stuff and it may actually not be created by marketing. It's more likely to be created by product management or some of the technology folks, engineering. It's just repackaged and repurposed by marketing. So the problem with marketing is that they don't own the customer relationship. They're not running customer councils or customer communities. They defer that to sales. They're not intimately engaged with the channel so they don't have that perspective.

So that's the problem we run into with marketing organizations. They tend to be very tactical. They tend to wait tables in marketing. They're not very good at creating menus and preparing food. So sales people just see them as tactical resources that put together trade shows and events and literature. Every now and then, they will pop out an ad campaign or hospitality event. They're not seen as people that set strategic agendas. So that's the kind of problem that we run into. That's what I see in the technology sector to a large degree.

The other problem that you run into is just getting folks to get unified behind advocacy positions and platforms and thought leadership. A lot of marketers don't get this because what I'm talking about is multi-level, multi-channel marketing. It's not about tactics. It's about defining strategic advocacy positions or thought leadership platforms that endure and that continue to evolve and grow and multiply. It becomes an ongoing process. But most companies aren't set up that way.

They are engaged in random acts of marketing.

What is working out there in terms of solid thought leadership?

We've had success with many authority leadership programs we've done at the Business Performance

Management (BPM) Forum (now the Business Performance Innovation (BPI) Network, the Chief Marketing Officer (CMO) Council, and with the Coalition to Leverage and Optimize Sales Effectiveness (CLOSE), a community we created with Oracle and the Wall Street Journal.

We've got 12,000 participants in that community we created from scratch. We built a thought leadership platform and channel in a community, which is self-perpetuating. It's driven by people contributing content, participating in discussions, and posting their views and opinions. So there is sort of user-generated content in that community but a lot of what we're publishing is thought leadership. We've built a channel of inside access and influence, which is important to remember.

It doesn't have to be a company web site. If you want to build an affinity group, what you're trying to do is you're aggregating prospects. You're aggregating potential buyers and specifiers into a non-threatening environment—a peer-to-peer network where they're feeding off of one another. Here also you're actually shaping the discussion. You're managing the conversations. You're introducing the topics. That's what we do.

What would be some key points of advice that you'd give marketing decision-makers with regard to moving in the right direction to become authority leaders?

Well, you've got to get more strategically embedded in the marketplace. You've got to become the champion, owner and custodian of the customer. Customer engagement is what we're talking about here. Ultimately, it always starts with customer engagement and customer knowledge, customer insight and customer advocacy.

The more you know about the customer, the more you know about the customer's market and issues and challenges. The more you know, the more credible you are. The more you can architect these types of thought leadership programs, the more you can drive conversational marketing campaigns and build communities and channels of inside access and influence.

So, it starts with knowing the market and getting really smart about what's going on in the marketplace, not just on what you are selling. You have to understand the context, the environment and the strategic issues that matter to prospective clients. It's surprising how few know this stuff. Many marketers have very little idea who their customers are.

BERMUDA / CANNES / COPENHAGEN / DAVOS / IBIZA / LONDON / LOS ANGELES / MIAMI / NEW YORK / WHISTLER



HUB CULTURE Pavilions

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

HubCulture.com

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2



3



ALL ABOARD FOR THE BOARD MEETING!

The IAA-New York Chapter took advantage of the city's hottest summer on record by cruising New York Harbor on Daryl's Dream, the boat owned by board member Daryl Rand of CBS Outdoor. No journey would be complete without a stop by the Statue of Liberty as ideas were discussed and minutes were taken on calm seas.

All photo identifications from left:

- 1 Donatella Giacometti, Ten Second World and Larry Levy, LJI Associates.
- 2 Suzanne Hopkins, The Economist and Carl Fischer, Bloomberg.
- 3 Tim Mickelborough, Thomson Reuters and Jill Cohen, IAA-NY.
- 4 Andrew McLean, GroupM and Daryl Rand, CBS Outdoor.

4





ANA FOCUSES ON DIGITAL ISSUES

The ANA presented its first Digital & Social Media Conference in New York this summer to help brand managers better navigate new media options and a more elusive consumer. Pictured here is Ken Auletta (writer, journalist and media critic); Arianna Huffington (cofounder of The Huffington Post) and Bob Liodice (President & CEO of the ANA). Mr. Auletta and Ms. Huffington treated the audience to lively and spontaneous discussion about today's media and the end of the world as we know it. (Ken Auletta's most recent book is titled, *Googled: The End of the World as We Know It*. He also admitted that Google just might be the one thing in this modern age that he cannot live without.)



VIVE LA FRANCE!

France 24, the international news television network, hosted Francophile New Yorkers to a Bastille Day celebration at the Consulate General of France on Fifth Avenue this July 14th. (The channel is now available in French on Dish in New York and in Washington, as well as online, on smartphones and on the iPad.)

All photo identifications from left:

- 1 Douglas Cajas, Axel Springer Group; Michael Monheim, Axel Springer Group; Frederic Langagne, France 24; Patrice Begay, France 24 and Deborah Malone, The Internationalist.
- 2 Mr. Philippe Lalliot, Consul General of France in New York at the podium with veterans of the 2nd World War in the background.
- 3 Michel Mein, Seventh Art Group.
- 4 Matthias Hartmann, IBM.



IAA UK SUMMER BALL AT HURLINGHAM:

Can you name any of these superheroes who dared to arrive in costume? email: editorial@internationalistmagazine.com. Winners receive an appropriate prize!



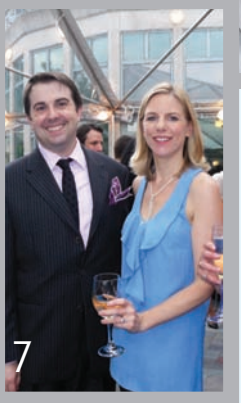
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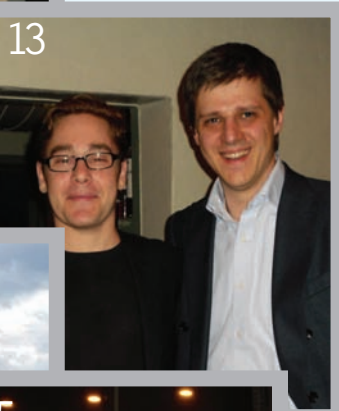
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CELEBRATE SOUTH AFRICA!

Certainly this year's World Cup has not only changed perceptions of the entire continent of Africa, but has also engendered a new interest—the world over—in the culture of South Africa. The IAA New York Chapter chose South Africa as its Summer Ball theme for an evening of drums, dancing, animal prints and some international socializing.

All photo identifications from left:

- 1 Carra Fenton, Rhona Murphy and Natascha Rockwin—all Newsweek International.
- 2 Gavin Bishop, Google and David Weeks, The Week.
- 3 Peter Thomson, M2M and Michael Monheim, Axel Springer Group.
- 4 Dick Soule, YouTube and Paul Rossi, The Economist.
- 5 Jay Goldberg, Architectural Digest.
- 6 Andrew McLean, GroupM.
- 7 Sean Lough, Dow Jones and Kate McVeigh, CNN International.
- 8 Ilene Patrizio and Mike Paradiso—both CA.
- 9 John Moncure and Tim Hart—both Financial Times; Brendan Banahan, Bank of America
- 10 Lorien Reckmeyer Westwick-Farrow Media.
- 11 Daniela Ling-Vannerus Cassmer, Svenska Dagbladet; David Steifman, Huson International Media and Marty Schapiro, Clear Channel.
- 12 Mark Ingall, Citibank and Sean Sympson, Consultant.
- 13 Neil Carty and Adnan Brankovic—both Initiative.
- 14 Susan Vobejda and Chris Ream—both Bloomberg.
- 15 Claudia Guzowski and Sarah Dale—both Wall Street Journal.
- 16 Rik Gates and Meredith Leven—both Forbes Media.
- 17 Claudia Lagunas, Pepsi International.

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THE FUTURE AS SEEN IN THE 1950s



This fascinating account of the future was written in 1911 and imagines life in the year 2000. It was recently found by Hub Culture member Liza Morris in DC, and we thought it was a trip worth sharing.

Excerpts from: *In the Year 2000* by Estella Jenny Bennett (Written 1911, Tuckerton, NJ. Found 2010, Liza's Great Grandmother)

“Everything has changed. The whole country seems strangely peculiar.”

The mode of transportation is changed to a marked degree. Instead of riding on surface steam cars we travel by the underground electric system, and we who are in better circumstances have eliminated the use of the automobile and take our tours in the flying machine or by air-ships.

It is not an uncommon thing to see hundreds of air-ships gracefully floating in the air. All these have been substituted for automobiles, the same as automobiles were for horses.

Horse racing and auto racing no longer occupy the attention of the sporting public. Air-ships, which have become almost perfected, may be seen in contests all over the country. They travel at terrific speed and can at will be made to move in any direction.

Another mode of transportation is by the means of a tube, known as the Great Tube System. This tube is large enough for the body of a man to pass through. Instead of waiting for a train or air-ship, the man is placed in the mouth of the tube and is instantly sent from one city into another. Our country has grown to such an extent that it has been necessary to build these great tubes connecting all the larger cities. By means of this Great Tube System ninety percent of railroad and street car casualties have been done away with.

Wireless telegraphy has been installed in all railroad stations and large business places thus giving the public quick and accurate service. The long expected trolley route now running through this town extends from New York City to Atlantic City.

Factories and brick dwellings now occupy the sites of our once famous frame buildings.

Our towns by the shore have been replaced by cities, and all city improvements may be found.

Our government is today the strongest and best of all nations, but without any particular change. Our navy is the strongest and best equipped in the world. It is fifty years since the last battle was fought and it is not likely that another battle will ever be fought between two countries. The whole world has become civilized and all disputes between the different countries are settled by arbitration.

Fifty years have elapsed since both the North and South Poles have been reached and explored. Air-ships serve as a conveyance to these extreme points. The climate at the North Pole has gradually become warmer while that of the South Pole has by degrees become colder.

The manners of the people are like those of several hundred years ago. The people are very hospitable and they treat a poor beggar as well as they do a rich and well bred king. Some of the people hire servants to stand at the turn of every important road and watch for travelers so as to beg them to come and eat a meal and sleep for a night in their house. By these kind acts the people of the twenty-first century show their hospitality. This in turn tends to prolong the life of our natives.

Some of the eating consists of corn and rye bread and light foods and all that is very common. Another mode of eating takes the form of a pill which contains all the nourishment that is needed in the body. It seems very strange to see the family sit down to the table and eat a pill instead of seeing the table loaded down with fruit, food and other eatables. One of these pills is sufficient for the

stomach from one meal to another.

All our forests have been hewn down, and great factories and farms occupy all the once timbered land. Farming is done entirely by labor saving machines. The decrease in the cost of living, coupled with the fact that all petty costly practices of men such as the use of tobacco and drinking have been done away with, thus enables the very poor class to secure and maintain a little farm or home.

We notice a great change in the style of dress which also reflects on that of centuries ago. We see no more the enormous merry widow hats worn by women in the past century. The women wear long flowing gowns made either of rich silk or satin. The men wear long pointed shoes and silk stockings. They wear short breeches fastened at the knee with a gold or silver buckle. Their hair is left hanging down their back, tied with a ribbon of gay color. In this century the more simplicity one uses in their attire, the more pronounced is their style.

It is a decided fact that to travel over this great country of ours (the greatest of all countries) in this age would be an education in itself for those of past ages. We have hundreds of new inventions to restore the old, every device for lessening the labors of man, and it is indeed a great country and a great age. The Stars and Stripes float highest in the air and rank foremost in the eyes of all nations

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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