

# inter national ist

2007  
early spring



## The newfound strength of international media

Why is pan-regional so hot? *See our Media Sound Bites*

**Plus:**

Mediaedge:cia's

**Andrew McLean:** Consumers want media that matters

Unilever's

**Alan Rutherford:** Media is now at the center of the agenda

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[www.skynewsinternational.com](http://www.skynewsinternational.com)

\*Source: EMS Winter 2006 - no.1 daily reach of news channels (1.93m viewers) amongst individuals in the top 20% of European households based on household income.

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## MEDIA EXUBERANCE



Recently I attended an industry committee meeting, along with a number of multinational marketers and their ad agencies, including Omnicom's Chairman, Tim Love. During a discussion about the evolution of global advertising and its infrastructure, Tim motioned to speak, and the room immediately became quiet. After outlining a number of relevant trends, he made it clear to all in the room that "our entire frame of reference has changed."

I have not stopped thinking about his phrase. This issue of *internationalist* certainly underscores how today's ubiquitous, global media is a key factor in the shifting of how we perceive the 21st Century world. It is also changing the opportunity for participation this world, and it is certainly changing the nature of marketing, especially when "51 of the world's top 100 economies are multinational corporations," to again quote Love.

The media exuberance that permeates this issue, is spreading in our direction, too. This magazine is now in its fifth year, and is clearly

about the people and ideas in international marketing. We are commemorating this anniversary by adding articles and departments designed to keep this worldwide community connected to new thinking and to each other.

This issue also introduces a new editor, Bob Benchley, who has 35 years' experience writing for and editing business publications. To date, he has launched or repositioned more than 50 magazines and newsletters, and his work has won more than 70 awards for editorial excellence and design. Bob is based in Miami and claims that the photo below was taken in his "mobile office." We are honored to have him on the internationalist team, and welcome you to be in touch with any ideas or comments ([bob.benchley@internationalistmagazine.com](mailto:bob.benchley@internationalistmagazine.com)).

Nancy Giges, who was instrumental to the launch of *internationalist*, will remain as Founding Editor. Her knowledge and journalistic experience in this very specialized field is second to none.

We will keep you apprised of further Year Five expansions in the magazine, on our Web site and through our Internationalist Conferences division. In Chinese astrology, this is the Year of the Golden Pig, so let's hope it will be a time of wallowing in much success and exuberance for all of us.



Deborah Malone, *publisher*

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# business (bĭz'nĭs) *n.*

1. The principal activity in your life that you do to make money.
2. One's rightful proper concern of interest or responsibility.
3. The occupation, work, or trade and the people who constitute it.
4. A serious endeavor requiring time and effort.

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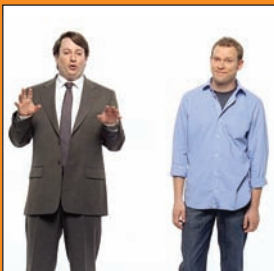
## "Wow" or "Waaku"?

"Wow." That's the message, and Microsoft's ads, crafted by McCann Worldgroup, for its new Windows Vista operating system put that word at the center of most of its promotions. The company's most aggressive launch ever, which began at the end of January, aims to generate 6.6 billion impressions in the first few months through events and multiple media platforms across 20 of its 50 market countries at a cost of \$500 million. Given the speed at which things spread today, Microsoft is taking no chances; the campaign is hitting all 20 countries simultaneously. But how does "Wow" really translate? The company's marketing execs claim the campaign is culture-neutral. Maybe the real "Wow" is how they pulled the whole thing off at once.



Apple, meanwhile, is taking a very culture-centric approach to its PC nerd guy vs. Mac hip guy ads, originally crafted for the U.S. market by Omnicom Group's TBWA/Chiat/Day, into the U.K. and Japan. The agency merely dubbed in the local languages for spots in Germany, France, Italy and Spain, but ads were recreated for the two new markets, although the basic premise remains the same. For the U.K. ads, Apple chose two actors who play a similar stuffed-shirt-vs.-casual-cool pair in the popular British sitcom "Peep Show." Clothing differences send a message, as in the U.S., and the slang was carefully anglicized. In Japan, the comparison between the two actors from the Rahmens comedy troupe is made visually through body language and also through the names they are given. "Makku" is cool, and his suggested nickname for the PC guy — "Waaku" which means "work" — is thought by the PC guy to also be cool because it rhymes, but isn't because it actually points out their differences. Maybe "Waaku" isn't "Wow" after all. And that's Apple's point.

INFO: [www.microsoft.com/vista](http://www.microsoft.com/vista) or [www.apple.com](http://www.apple.com)



U.K.



U.S.A.



JAPAN

## Al Gore: Concert Promoter

"I'd like to teach the world to sing, in perfect harmony" began the lyrics to a legendary 1971 TV commercial for Coca-Cola. Now Al Gore wants to seize the spirit of that song to advance world awareness of global warming. Gore, former U.S. vice president, Nobel Prize nominee and Academy Award winner for *An Inconvenient Truth*, is taking his message to the entire planet with a one-day music marathon called "Live Earth." The concert, which has signed more than 100 top acts, will take place on July 7 with performances on all seven continents. The performance sites, in addition to Antarctica, include Shanghai, Johannesburg, Sydney, London and cities to be named in Brazil, Japan and the U.S. The concerts will be streamed live on MSN, and Gore hopes to attract an audience of two billion through TV, radio and the Internet. The concert is part of a campaign called "Save Our Selves," founded by Kevin Wall, who also produced the "Live 8" concerts in 2005 to raise money for famine in Africa. Sponsors seeking a global audience already have their checkbooks out.



INFO: [www.liveearth.org](http://www.liveearth.org)

## Greeks Adopt Global Ad Code

Greece has become the third country in Europe to adopt the new global Advertising and Marketing Communications code. The code is based on the provisions of the latest International Chamber of Commerce Consolidated Code of Advertising and Marketing Practice, which extends the scope of existing rules to new media forms of marketing communications, as well as the framework interpretation for food and non-alcoholic drinks. Countries belonging to the European Advertising Standards Alliance (EASA) are incorporating the new provisions into their regular national code revision plans during 2007-08. Ireland and Belgium preceded Greece in adopting the code.



The next step will be launching an awareness campaign with the slogan, "We love advertising — that's why we have to protect it," targeted to Greek industry and consumers. It begins rolling out in the trade press in March, with ads scheduled to appear in consumer publications and other media later this year.

INFO: [www.easa-alliance.org](http://www.easa-alliance.org)

## Recognize this man?

### Ian MacFarlane, Marketing Director of Tourism Australia,

was named an Internationalist of the Year by this magazine in January. Due to an unfortunate labeling mix-up, internationalist ran a photo of another Mr. MacFarlane.

Not only was Ian MacFarlane bombarded with questions from our readers about his new look, but internationalist also received numerous e-mails about our photo source. (The news of the mistake certainly spread quickly. It did show us how widespread, yet truly linked, our global community of readers really is!)

Given that the new Tourism Australia campaign for which he was named an Internationalist of the Year speaks in the voice and manner of a typical Aussie, we will do the same and say, **“Sorry, Mate, we goofed!”** The correct photo of MacFarlane appears here. It and the background on why he was named an Internationalist of the Year can also be found on [www.internationalistmagazine.com](http://www.internationalistmagazine.com)

**CONTACT: [imacfarlane@tourism.australia.com](mailto:imacfarlane@tourism.australia.com)**



## Spraying Alive

Can fragrances alter the way people think? The Body Shop and MTV hope so. The two have teamed up to fight HIV and AIDS in a global campaign called “Spray to change attitudes.” The campaign, which ends March 31, hopes to influence millions of young people under age 25 in 44 countries (half of the 5 million new HIV cases in 2005 were 15 to 24). To raise money for MTV’s global grant-making and advocacy organization, the Staying Alive Foundation, the two have created a co-branded spray fragrance called Rougeberry Eau de Toilette. Proceeds from the sale of every bottle — estimated to total \$500,000 — will go to the Staying Alive Foundation. The campaign is being supported by advertising, promotional materials (such as displays and leaflets in the Body Shop’s 2,000+ stores) and celebrity ambassadors.

“By partnering with the Body Shop, we are able to communicate lifesaving HIV prevention messages in retail shops alongside MTV’s global TV and digital media properties,” says Bill Roedy, vice chairman of MTV Networks and chairman of the Staying Alive Foundation.

**INFO: [www.staying-alive.org](http://www.staying-alive.org)**

**SPRAY TO CHANGE ATTITUDES:  
RAISING MONEY FOR HIV AND AIDS**

If you're looking for a fragrance that's exciting and wonderfully addictive, then head to The Body Shop® and check out our new Limited Edition The Body Shop & MTV Rougeberry Eau de Toilette (EOT) \$16.00.

Not only will this sparkling explosion of berry fruits and beautiful florals take your mind and your senses, you'll feel good to know that as part of the The Body Shop & MTV Spray to Change Attitudes Campaign, proceeds from every bottle sold (EOT \$16.00) of the new Rougeberry fragrance will go to MTV's Staying Alive Foundation, which means 100% of the money raised will benefit essential grassroots youth-focused HIV awareness and prevention activities around the world.

Globally, more than 40 million people are living with HIV and AIDS, and since half of all new HIV infections are among young people under 25, this new initiative focuses on raising awareness and funding HIV prevention activities directly through the age group most affected. The Staying Alive Foundation uses funds raised to provide grants known as The Staying Alive Awards to support young people where AIDS hits hardest, to improve and expand their HIV prevention efforts, and inspire others to get involved. The Foundation is also committed to fighting stigma and discrimination and empowering young people to protect themselves against HIV and AIDS.

Diane Aron Rodock, Founder of The Body Shop said, "None of us can afford to ignore the fact that more than half of the five million people newly infected with HIV last year were aged between 15 and 24. Spray to Change will target the very high group we need to reach to tackle this epidemic head on. If the under-25s truly understand that unprotected sex is actually a matter of life or death then they have the power to tackle this terrible disease."

So get down to The Body Shop a fabulous new MTV & The Body Shop Limited Edition Spray to Change Attitudes Eau de Toilette, and you can really help take action against the greatest epidemic the world has ever faced. Together, we can make a real and positive impact on the lives of people all over the world.

THEBODYSHOP.COM  
WWW.STAYING-ALIVE.ORG

## Measuring International Appeal

Magazines and newspapers measure themselves against their competitors all the time. Newsstand sales. Renewal rates. Reader involvement. All of these provide a numerical snapshot, in some fashion, of the value readers place on the publication. But what about geography? Do readers — especially those upscale, high-income readers advertisers clamor for — value an international publication differently than they do a national publication? According to a new survey by the World Press Group (WPG), they do.

WPG — a cooperative group whose members are *The Economist*, *Financial Times*, *Fortune*, *International Herald Tribune*, *National Geographic*, *Newsweek*, *Time* and *The Wall Street Journal* — launched an experimental project called “Driving Brand Enhancement” to learn whether: 1.) advertising was enhanced to different degrees within international and national titles, 2.) attitudes toward international and national titles were the same, 3.) perceptions of advertising within international and national titles varied, and 4.) advertiser associations with international and national titles differ. Six online focus groups were conducted in the U.K., Germany and France, and more than 2,100 personal interviews were conducted in the U.K. Germany, France, Italy, Spain and Switzerland. It turns out that when you remove all variables but the publication itself, readers do have different perceptions, according to Belinda Barker of BSBMedia in London, who assisted WPG with the survey analysis.

“The results have been fascinating,” she tells *internationalist*. “These up-market consumers engage differently with international titles than they do with their own domestic quality titles. The results will help planners and advertisers to more effectively target their communications and engage with this extremely important target group.” Look for an in-depth report on the survey results in our next issue.

INFO: [www.worldpressgroup.com](http://www.worldpressgroup.com)



## Caffeine Card

Is it global? Not yet. Pan-regional? Not really. Maybe you should just call it multi-local. Whatever you call it, though, it's the Starbucks Card, and it's a debit card you can purchase online or at one of the

company's stores. Deborah Malone, our publisher, bought one in London, and it's good at participating stores in the U.K., but also in Australia, Canada, Thailand and the U.S. The more value you program into the card, the more quick latté fixes you can buy to counter the jetlag that comes with the internationalist lifestyle. Look at it this way: how many brands can get you to give them an interest-free loan *and* carry their promotional message around in your wallet?

INFO: [http://starbucks.co.uk/en-GB/\\_Card/](http://starbucks.co.uk/en-GB/_Card/)

# Bordello for a day...



Agent Provocateur, the British-based lingerie company, recently transformed a chic London townhouse, The Fox Club, into a bordello as a promotional ploy to launch a new line of body massage oils. Given the colorful history of London's Mayfair area and the coquettish nature of the brand, Agent Provocateur made an historically accurate choice as their venue was once home to Mrs. Armistead, a leading 18th century Madame who listed among her patrons Lord Dorset, Lord Bolingbroke and George IV. She later became the wife of the famous British statesman, Charles James Fox, known best for his progressive beliefs about civil and religious liberty, the abolition of slavery (and apparently sexual open-mindedness). The former brothel became their home; today it is named for Fox (and possibly Mrs. Fox, as well).

No doubt, both Foxes would have approved the use of their former residence. (He was also known as a notorious womanizer.) Agent Provocateur, a fashion brand that exudes a confident sexuality, has become a huge success in the U.K., Europe, Russia, the U.S., Hong Kong and the Middle East. The lingerie and complementary line extensions are now sold in 65 countries, and, in addition to advertising, staging events is a key part of the company's overall communications program.

INFO: [www.agentprovocateur.com](http://www.agentprovocateur.com)







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## Catch 'Em When They're Mobile

Gamers on the move — mobile subscribers who download and play games on their cellular telephones — number in the hundreds of millions worldwide. Now two companies are offering advertisers ways to embed their messages right into the downloaded games.

“AdWRAP Marketplace provides advertisers the ability to reach mobile users in more than 160 countries,” Jim Durrell, Greystripe’s director of product management tells *inter national ist*. “Marketplace is an easy-to-use Web interface through which advertisers can upload images, target the regions and launch the



campaign in a matter of minutes. Until now, advertising campaigns on mobile were often complex to set up, sometimes requiring different agencies in each country. AdWRAP Marketplace simplifies this tremendously.”

Another entrant is Hovr, Inc. in New York City, which has launched



Hovr MobileSpace, an online community for gamers. It begins service with more than 100 titles from leading game publishers. The service is ad-supported and free to mobile users. Hovr has a Web interface for advertisers to use for basic banner campaigns. Company executives prefer to work directly with larger advertisers with more specific requirements to help them build a campaign that will generate the most value.

“Gaming is a unique medium for advertisers,” says Vipul Sawhney, Hovr’s president. “Games appeal to a very wide demographic and also offer high degrees of interactivity. Globally, roughly 33 percent of the world’s 2 billion mobile subscribers say they have played or tried some sort of mobile game.”

INFO: [www.greystripe.com](http://www.greystripe.com) or [www.hovr.com](http://www.hovr.com)

## Growing Dribble by Dribble



It’s difficult to imagine a company not being a global brand when it is already the largest in China (which automatically makes any brand one of the world’s largest). But that’s the situation facing Mengniu (which means Mongolian cow), a company that in just seven years has become China’s leading producer of liquid milk by volume and a major seller of milk beverages, powdered milk, ice cream and yogurt.

Mengniu’s brands are also sold in Hong Kong, Singapore and Malaysia. Now company founder Niu Gensheng has larger

aspirations, and he plans to achieve them, in part, through marketing partnerships.

Mengniu’s latest deal is with America’s National Basketball Association (NBA), taking advantage of basketball’s huge, youthful fan base in China. The NBA’s televised games will carry Mengniu promotions, and the company will also participate in the NBA’s “Jam Van” road show that appeared in 17 Chinese cities last year. In addition, Mengniu and the NBA will stage promotions advocating a healthy lifestyle through nutrition and sports at 500 Chinese elementary schools, whose students already receive a free carton of milk each morning from Mengniu. “With a common passion for community service, Mengniu and the NBA will be able to reach the hundreds of millions of NBA fans in China,” says Mark Fischer, vice president and managing director for NBA China.

INFO: [www.mengniuir.com](http://www.mengniuir.com) or [www.nba.com](http://www.nba.com)

## Tracking “Digital Fingerprints” to Their Owners

Online sites YouTube and MySpace are growing at virtually untrackable speeds. In a matter of months, posting videos or sharing them via e-mail has become common daily practice worldwide. Site traffic builds, attracting advertisers. The trouble is, much of the content is copyrighted material belonging to corporations, television networks and other third-party entities. In February, some media companies, most notably industry giant Viacom, demanded that their material be removed from YouTube. The lawyers began circling.

The ultimate winners may be companies offering content-recognition software that can detect unauthorized or pirated material through digital matching. Los Gatos, California-based Audible Magic, which appears to be the early leader in the field, announced deals with both MySpace and YouTube late in the month.

“By using a technology called digital fingerprinting, Audible Magic provides a mechanism to recognize and monetize copyrighted content use in user-submitted content sites,” Audible Magic CEO Vance Ikezoye tells *inter national ist*. “With the growth in volume and popularity of user-generated content, Audible Magic can enable the creation of new models where content owners, international marketers and advertisers, and the content-sharing sites can work together to build businesses. Content owners get paid for the use of their content, marketers can access new audiences, and content-sharing sites can legitimately license and leverage their users’ creations.”

INFO: [www.audiblemagic.com](http://www.audiblemagic.com)



Ikezoye

# Power Breakfast, Japanese Style

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



## Best coverage of corporate executives in Japan



Data source: "Comprehensive National Newspaper Survey (J-READ), October 2005," Video Research Ltd. (3,307 respondents)

## Best newspaper brand in Japan



Data source: "Newspaper Readers Basic Survey 2005" conducted by Central Research Services, Inc. (4,938 respondents)

## Better cost performance (CPT)



Data source: Circulation: "ABC Report of Jan.-Jun. 2005" \* Full page, morning edition, B&W published rate as of April 2005 (US\$1.00=JP¥117)

## One of the world's most respected newspapers

1	Financial Times (U.K.)	19.4%
2	The Wall Street Journal (U.S.A.)	17.0%
3	Frankfurter Allgemeine Zeitung (Germany)	16.2%
4	Le Monde (France)	12.5%
5	Neue Zürcher Zeitung (Switzerland)	12.1%
6	The New York Times (U.S.A.)	8.1%
7	International Herald Tribune (France)	5.2%
8	<b>The Asahi Shimbun (Japan)</b>	<b>2.6%</b>
9	El Pais (Spain)	1.9%
10	Corriere della Sera (Italy)	1.3%

Data source: "2005 World's Best Newspaper Survey" conducted by Internationale Medienhilfe (1,000 respondents: executives, politicians, university lecturers, journalists and advertising professionals in 50 countries)

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For more details, visit  
[adv.asahi.com/english/](http://adv.asahi.com/english/)

**The Asahi Shimbun**  
Japan's Leading Quality Daily



## Viacom Gives a Boost to Joost



Viacom has been in the news a lot lately, as it faced down Google's YouTube over the video site's posting Viacom's copyrighted content. Now Viacom has signed a deal with Joost™, what is claimed to be the world's first broadcast-

quality Internet television service, to give a huge amount of its programming away free to consumers on Joost's distribution platform. Under the agreement, Viacom divisions MTV Networks, BET Networks and Paramount Pictures will provide television and theatrical programming on the Joost platform. For consumers, it means free access to thousands of programs and channels not readily available on the Web.

"We built this platform from the ground up, with companies like Viacom in mind," says Janus Friis, founder of Joost, which is headquartered in Leiden, Holland. Our platform provides scalable distribution, in a completely safe environment that protects the interest of content owners and advertisers, while delighting viewers."

Philippe Dauman, president and CEO of New York City-based Viacom, tells *internationalist*: "Our strategy is to be wherever the audiences are, and we believe that this great new platform can be an important addition to our distribution efforts for Viacom content developed both in the U.S. and internationally."

INFO: [www.viacom.com](http://www.viacom.com) or [www.joost.com](http://www.joost.com)

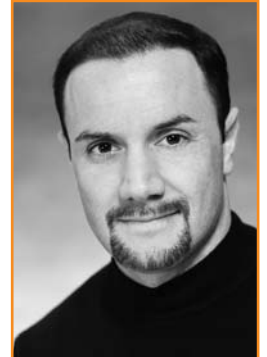
## Digital Eavesdropping

Bad word-of-mouth can destroy the reputation of a company or its product. Blogging enables that to happen on a global scale. In the U.S. alone, it is estimated that 57 million adults (or 39 percent of the population) are blog readers. Do you want to know what bloggers are saying about your business? Now you can find out.

Endai Worldwide, an interactive marketing services company based in New York City, has introduced BlogTraQ™ Brand Reputation Management Technology and Services. BlogTraQ searches the Web, scanning new blog posts and referencing them by company name, product name or any other combination of terms. Human language analysis reports to clients, in real time, if posts are endorsing the brand, are neutral, or include negative comments.

"Consumer-generated media is changing the global relationships consumers have with marketers," Michael Ferranti, Endai's CEO tells *internationalist*. "Every consumer with an Internet connection has a voice. This phenomenon frightens some marketers but empowers others. Smart marketers identify opportunities and respond to potential threats while they are still in their formative stages, giving those marketers the edge they need in a fast-changing globalized marketplace."

INFO: [www.endai.com](http://www.endai.com)



Ferranti

## Europe Ponders Privacy vs. Public Safety

A new European plan to track telephone and Internet use could have a chilling effect on some online or phone-based communications and business transactions. The new requirement for companies to keep detailed data about people's Internet and phone use goes far beyond the current European Union directive.

The plan is an outgrowth of law-enforcement officials' demand for better record-keeping following terrorist bombings in Spain and Britain. How the data tracking will happen, however, is being decided on a country-by-country basis. In the Netherlands, for example, a draft law would require phone companies to track the cell phone caller's location throughout the entire conversation.

In Germany, however, the response would be more far-reaching. The common practice of creating an Internet account using a false name would be illegal. This could prevent participation in online auctions, in which bidders often don't want their identity revealed. Use of a fictitious account for receiving commercial junk mail also would be illegal. False e-mail names would have to be able to be traced to a real name. Paying cash for a prepaid cell phone account might also become illegal.

All these proposals have privacy advocates up in arms. EU countries have until 2009 to implement the Data Retention Directive. Stay tuned.

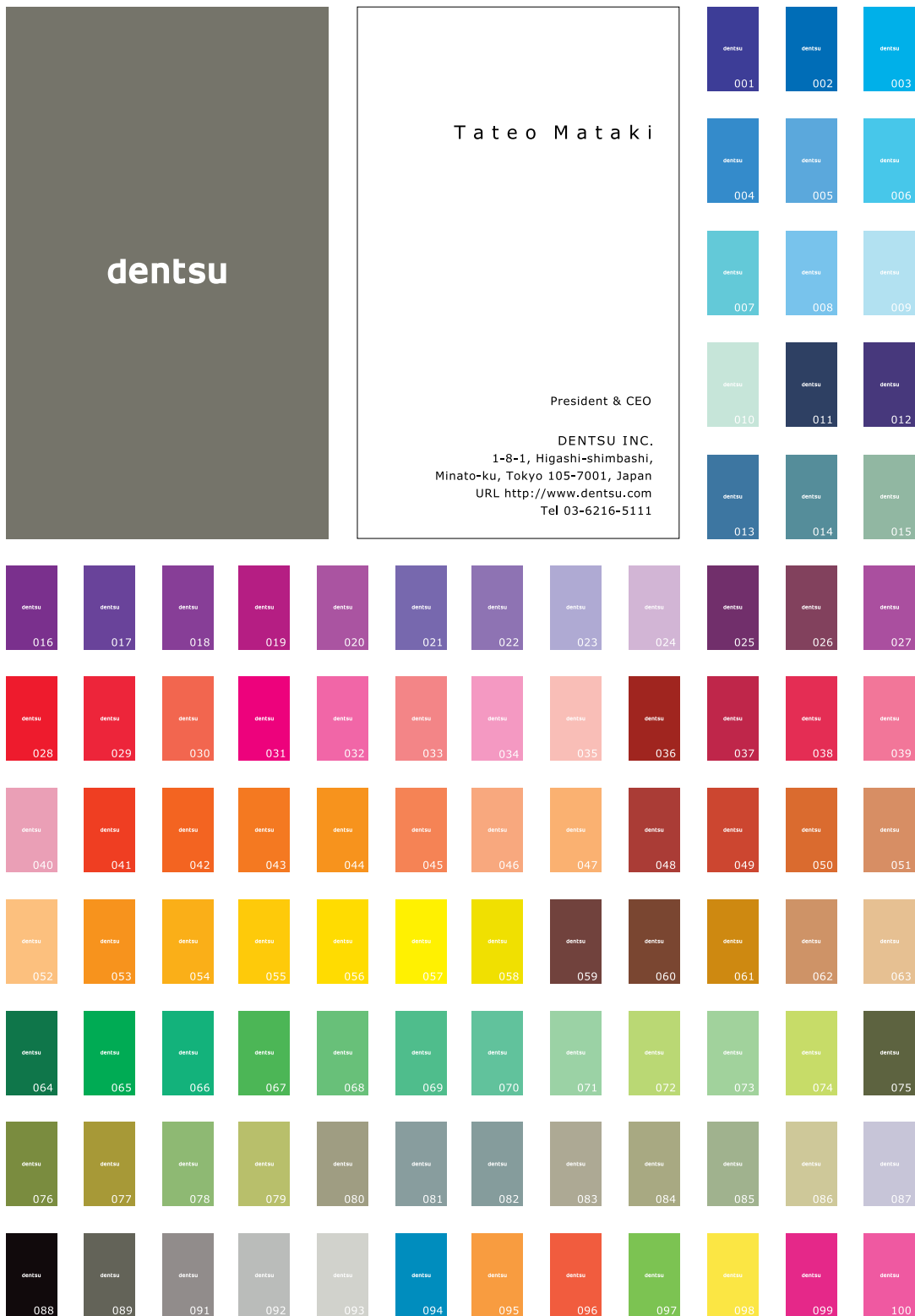
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**Do You Belong in Frontlines?** If your company has news, e-mail it to [bob.benchley@internationalistmagazine.com](mailto:bob.benchley@internationalistmagazine.com)

So much fun, we've come up with 100 more ways to make you smile.

Color No.90 from 100 Colors



Staff members from rookie to president may choose the color of his or her own business cards. In other words, each employee can select – from 100 colors – the one they feel best suits them. (Incidentally, our president Mr. Matak i chose dark gray.) So, what does this all mean? By acknowledging and promoting the importance of individuality within our own company, Dentsu is underlining its commitment to understanding and satisfying the individual needs of the client.

# GLOBETROTTERS

from the blackberry of deborah malone



This new 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](mailto:deborah.malone@internationalistmagazine.com)

## NEW POSITIONS

► **Willy Morgan**, best known for his many years at *The Economist* in London, Frankfurt and New York, is now publisher of the *NonProfit Times*, based in New Jersey. He is convinced that this new position affords redemption for his many years in the capitalist world. To date, the biggest difference he has found between not-for-profit and profit-based publishing is lunch. His local watering hole is now the Morris Plains Station Deli; he sorely misses entertaining at Trattoria dell'Arte or Michael's. To buy Willy a drink in Manhattan during those rare occasions when he crosses the Hudson, **CONTACT:** [publisher@nptimes.com](mailto:publisher@nptimes.com)

► How far you would go for a friend? Especially one who works at an ad agency? **John Pentin** of *Newsweek*, London, boarded a plane the day after Christmas (leaving his wife and three children with turkey leftovers and used wrapping paper) and arrived 16 hours later in Sydney — just in time to be the best man at **Andrew Norris'** wed-

ding. (*Andrew had left MPG London in 2006 to become Managing Director of Mitchell's in Sydney. He did start out as a ski instructor in Aspen, but went on to have important advertising roles at Leagas Delaney, Apple Computer and Carat before heading up the international department at MPG.*) In the midst of the wedding ceremony, a violent storm broke out, but all agreed it was an omen for the best of happiness. The weather did not interfere with the party or John's flight back to London.

**CONTACT:** [john.pentin@newsweek.com](mailto:john.pentin@newsweek.com) or [anorris@mitchells.com.au](mailto:anorris@mitchells.com.au)

► After 25 years as international media director at BBDO New York, **Les Margulis** has done quite a bit of globetrotting — first to Sydney to run a multicultural ad agency, then to Kiev as CEO of a group media buying operations, and currently the native New Yorker is in the arms of Mother Russia. He is client services director for Mindshare Russia, based in Moscow. Les, now a proficient judge of the best brands of Soviet vodka, also knows an amazing amount about outdoor

advertising in Vladivostok. He lives in a six-story walk-up built in Stalin's time, and he considers himself "fit and lean as a Russian tiger" given his new daily ritual of carrying two 5-liter bottles of water up the stairs.

► Discovery Networks International has made some remarkable new hires around the world. **Gilles Storme**, formerly of Sky and National Geographic Channel, has just started in the London office as director of advertising sales, EMEA ([gilles\\_storme@discovery-europe.com](mailto:gilles_storme@discovery-europe.com)). The Discovery division in the Americas has also made some interesting staff additions from the media agency world **Verushka Spear** ([verushka\\_spear@discovery.com](mailto:verushka_spear@discovery.com)) joined the sales team in New York from mediaedge:cia, while **Ana Herrera** accepted the role of ad director in Miami from Universal McCann ([ana\\_herrera@discovery.com](mailto:ana_herrera@discovery.com)). *Is there a trend for media owners to hire media specialists from agencies?*

► Unilever's very busy **Alan Rutherford** has taken on another responsibility; he has been

## BLUE LAGOON

Blue Lagoon beckons for Charney Palacios/Publicitas. The site of their new Miami headquarters offers palm trees and the convenience of the international airport. Pictured here are Soley Palacios and Miriam Milgram, both of Charney-Palacios/Publicitas

## NEW HEADQUARTERS

London's *Telegraph* newspaper now boasts the largest newsroom in Europe with a headquarters move from Canary Wharf to Buckingham Palace Road, near Victoria. **Nick Edgley**, the *Telegraph's* international ad director is shown here looking patriotic against the background of the London Olympics wall at the new offices.

**CONTACT:** [nicholas.edgley@telegraph.co.uk](mailto:nicholas.edgley@telegraph.co.uk)



named to the executive committee of the IAA (International Advertising Association) as representative of corporate members. His understanding of the challenges faced by organizations with a global mission makes him the perfect choice for this role. According to Rutherford, “the IAA is an important body for driving the crucial initiatives of advertising self regulation, training of future leaders, and creating a network for professionals.” Companies interested in supporting the IAA should contact the World Service Center at +1-212-557-1133.

**NEW POSITIONS**

**Trevor Fellows**, who oversees Bloomberg’s international ad sales operation, has relocated from London to New York. His stylish Big Apple offices are framed by Bloomingdale’s and Le Cirque — a fashionable change from the environment of London’s staid financial district ([tfellows1@bloomberg.net](mailto:tfellows1@bloomberg.net)). Speaking of Bloomberg, **Jeff Stevens**, who many know from his long international stint at Bloomberg TV, has just started at Petry Television International in New York as director of sales ([jeff.stevens@petrymedia.com](mailto:jeff.stevens@petrymedia.com)). In addition to hiring Jeff, **Dick Soule**, president of Petry International, who was instrumental in creating the newly-formed division of the TV sales house ([dick.soule@petrymedia.com](mailto:dick.soule@petrymedia.com)), also hired Valentin Polyakov from the multicultural ad agency Kang & Le ([valentine.polyakov@petrymedia.com](mailto:valentine.polyakov@petrymedia.com)). **Stuart Clarke**, who internationalist named as a 2006 *Innovator of the Year*, has just moved this month from MPG London to MGP Singapore to take on a new role in Asia ([sclarke@mediaplanning.co.uk](mailto:sclarke@mediaplanning.co.uk)). **Percy Fahrbach** has crossed the Atlantic yet again. After working for seven years in New York, he has moved back to Germany to start his own consulting company in Bad Homburg ([percy@commny.com](mailto:percy@commny.com)). **Peter Stringham**, who was named a 2005 *Internationalist of the Year* by this magazine, has exchanged his role at HSBC London to chairman and CEO of Young & Rubicam in New York (no email address as yet). **Oliver Eills** has taken a big, new leap as Ad Director of Tyler Brûlé’s *Monocle*, with last month’s impressive global launch ([oe@monocle.com](mailto:oe@monocle.com)).

**OBITUARY**

The international advertising community lost a wonderful friend when **Tom Yamamoto** passed away on January 30 after a sudden illness. Originally from Kyoto, Tom began his marketing career with Japan Airlines. He later joined *Newsweek*, and then Nikkei Business Publications. He eventually assumed the role of president of Nikkei Business Publications America, Inc.

Conover Brown of World Media recalls his travels with Tom. “Sometimes our clients would ask very tough questions. Tom would look the client in the eye, lower his voice to a whisper, and offer a short, knowledgeable answer. Then he’d give what I called “the Zen nod,” followed by that great Yamamoto smile. There were never any worries about a difficult follow-up question.”

**CONTACT: [conoverbrown@worldmediaonline.com](mailto:conoverbrown@worldmediaonline.com)**

We also found that all of our photos of Tom featured the great Yamamoto smile. We have included one here in remembrance.



**WHERE IN THE WORLD?**



**ANSWERS**

- 1 **Willy Morgan** in **NEW JERSEY**, publishing *NonProfit Times*
- 2 **Les Margulis** in **MOSCOW** at Mindshare Russia
- 3 Bridegroom **Andrew Norris** with Best Man **John Pentin** in **SYDNEY**
- 4 **Gilles Storme** moves to Discovery Networks International, **LONDON**
- 5 More new Discovery faces: **Ana Herrera (MIAMI)** and **Verushka Spear (NEW YORK)**
- 6 **Percy Fahrbach** starts a new business in **GERMANY**
- 7 **Stuart Clarke** relocates to **SINGAPORE** for MPG
- 8 **Peter Stringham** moves to **NEW YORK** as new Y&R Chairman/CEO

# outsmarting the smart guys

Greater legal protection is needed to protect event sponsors from ambush marketing

In less than two decades, a practice known as “ambush marketing” has resulted in a major threat to intellectual property rights. All events followed by a significant audience, whether in entertainment or sports, have to cope with those smart guys not willing to make a costly financial investment as sponsors, but keen on benefiting from the event’s resonance. Small companies and start-ups, as well as big players, have been trying the free footboard ride on the showcase vehicle of events for global brand exposure.

Those tricks have led to clashes with the events’ organizers and with the official sponsors, who have been determined to fiercely defend their investments. When traditional legal action, such as trademark and copyright protection or claims for unfair competition practices, did not grant sufficient results, a call for stricter measures arose. Today, all major sporting events are backed by specific provisions and strong sanctions aimed at closing the previous loopholes and assuring special rights to the official sponsors.

## What the Laws Protect

The specific laws usually provide protection for the events’ logos and their derivatives, and ban wording implying undue association with the event. Sometimes they contain explicit references to ambush marketing as an illicit practice. The Organizing Committees of the upcoming Olympic Games in Beijing, Vancouver and London have already begun — years ahead of their events’ start — to prepare to fight

ambush marketing. After Beijing was selected as the host city for the 2008 Games, the Chinese government passed a special regulation (which came into effect in April 2002) for protecting the Olympics symbol; the municipality of Beijing issued additional provisions for the same purpose.

Canada protects the symbols of the Vancouver Games, as well as a comprehensive list of additional specific marks. Detailed information on banned ambush marketing practices and on sponsors’ brand protection are on the Organizing Committee’s official Web site. The federal government has been asked to create special legislation that would further increase protection.

The London Olympic Games Act 2006 received royal assent in March 2006 and protects, aside from the traditional symbols, definitions referring to or implying association with the Games. It sanctions infringement as a criminal offense and provides fines as well as personal restrictions (arrest).

## Finding the Loopholes

Nevertheless, once a new rule is set, somebody always finds a way to go around it. During last year’s World Cup in Germany, for example, extensive controls were put in place in to protect official sponsors’ rights. Action was taken on more than 2.500 infringements, but German national air carrier Lufthansa — not an official sponsor — succeeded in associating the company’s brand with the Soccer World Cup by decorating 40 of its planes with a football nose.

In another example, during the 2006 Winter Olympics the brand police taped almost every logo not referring to an official sponsor. Nonetheless, a big U.S. company successfully associated itself with the Games by closing a deal with Italian Railway — a month ahead of the event — which involved wrapping the trains bringing fans to the sports venues in its corporate logo.

The Organizing Committee, despite their fuming about the smart move, decided to not take action as the perspective for a success in court didn’t appear very high.

## The Battle Continues

So the battle continues. Despite strong opposition from event organizers and sponsors, ambushers never fall short of new ideas. Official sponsors, working with the host government, need to find ways to outsmart the smart guys.

**Felix Hofer** is a senior partner of Hofer Loesch Torricelli, a law firm based in Firenze, Italy that is a member of the Global Advertising Lawyers Alliance. He advises on intellectual property rights, advertising and marketing law. He can be contacted at [fhofer@hltlaw.it](mailto:fhofer@hltlaw.it).



**Both Lufthansa and Target found ways to associate their brands with sporting events.**



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# The newfound strength of international media

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## media sound bites:

“ The way ESPN can offer opportunities on a worldwide basis is seamless. We can offer advertisers global, multiregional or country-specific participation. In many countries there are two ESPNs – ESPN and ESPN2. We can get local advertisers on the local version and offer the international version to pan-regional advertisers. The locals see us increasingly as a part of the local community, not just an American brand.”

CONTACT: [edward.r.erhardt@espn.com](mailto:edward.r.erhardt@espn.com) or [mike.fox@espn.com](mailto:mike.fox@espn.com)

It's real, and it's everywhere.

You can hear it in the rustle of magazine and newspaper pages, and in the hums and clicks and buzzes and beeps of TVs, laptops, cable boxes, mobile phones and game players. You can see it in just about anything with a screen that glows, on roadside billboards and soon, according to recent news, even on airline tray tables.

But we should add one more sound — *ka-ching!* — and one more sight — the smiling faces of media owners worldwide.

What is it? It's the sounds and sights of international marketing flexing its collective media muscle. Pan-regional media — whether print or television — experienced a record advertising year in 2006 (on average 15 percent over 2005, say many observers). Outdoor flourished, international revenues for national media increased, and multinational marketers embraced Internet advertising with gusto. Media owners and buyers alike worked toward more creative solutions, and integrated offerings took off. A number of key media launches are planned for 2007 — all with an eye to a global audience.

The industry saw more corporate campaigns from the energy, chemical and banking sectors. Plus nations, cities and regions — from Kazakhstan to Kuwait — began advertising for the first time in recent memory. Luxury brands stepped up their

promotion in the emerging world, while continuing to support their traditional markets.

So why has pan-regional media come of age? And why now? We see five reasons:

1. There is a **global optimism** among CEOs who see the **lure of new markets** beyond their borders.
2. Advertisers realize they **must take risks** to stand out and **think differently** about how they present their image.
3. Media owners, ad agencies and media specialists have formed a **creative collaboration** because **content is now king**.
4. **Integration! Integration! Integration!** Traditional lines are blurred, and multiplatform campaigns are **the new standard**.
5. **Technology is the driver**. The world is more accessible, and we are **creating more media options**... because we can.

But don't just take our word for it. We reached out to more than two dozen of the brightest people in the business and asked them for their observations, their strategies and their success stories. Individually and collectively, what they have to say is both inspirational and thought-provoking. You can tell these are people who enjoy going to work in the morning. Read what they have to say, and then tell us what you think. We'll try to share your thoughts in future issues.

B Y D E B O R A H M A L O N E & R O B E R T S . B E N C H L E Y

#### JOHN McMENAMIN



“ At Dow Jones we are aggressively looking at exploiting all appropriate opportunities in the International marketplace. The past two years have shown strong double-digit advertising growth for our pan-regional publications in Europe and Asia. The launch of the “compact” format has been extremely successful, on both a reader and advertiser front. We are also looking at new ventures and partnerships. ”

CONTACT: [john.mcmenamin@dowjones.com](mailto:john.mcmenamin@dowjones.com)

#### PETER MURPHY



“ I work on the sexiest media brand in the world today as Al Jazeera evokes great emotion. To half of the world it represents freedom and independence, while it also instills a fierce loyalty. However, to the other half of the world, it doesn't necessarily mean that — yet. Now with Al Jazeera in English, just watching the channel will change perceptions. ”

CONTACT: [murphy@aljazeera.net](mailto:murphy@aljazeera.net)



**Deirdre Bigley**  
Vice President, Worldwide  
Advertising & Interactive  
IBM Corporate Marketing



## Content Comes First

### Why marketing directors need to become brand journalists

IBM's Deirdre Bigley spoke at a recent meeting of the Business Marketing Association in New York. Afterwards, she and Deborah Malone, publisher of *inter national ist*, had a chance to talk about a new role for marketers. Here is some of what she had to say:

"As a multinational advertiser, IBM is always grappling with how to break through in a world of media fragmentation. And as a leading technology company, we also want to embrace many of the new media options.

"Recently we realized that as a marketer, we had forgotten how to tell a good story — the kind of story that is compelling enough to engage any one of us for a few minutes in the midst of our busy lives. Of course, the IBM value proposition and a message about why people should care about the company are embedded in the story.

"What does this mean in the evolution of our business? Marketers now must become content builders, dramatically changing the way they produce creative. In the past, an advertiser created a TV spot or a banner ad; the type of medium determined the creative execution. I'm suggesting that content comes first.

"A marketing director needs to become a brand journalist. We have to determine the good stories we want to tell. Then the possibilities for how to use these stories are endless. In fact, one is able to overcome much of the debate about media fragmentation by simply editing your brand content for the web, for the latest mobile

device, for presentation at an event, or for television.

"This causes you to look for partnerships with the media. Instead of making 30-second spots, you work with a TV show to come up with a two-minute break to tell your story. Rather than creating a simple web banner, you work with a site to build portal to house your story library.

"For IBM, a great story is often a mini-documentary. It is something compelling enough to make you pause to listen and learn something interesting. In doing so, you'll also understand more about the IBM ethos."

What may be most radical for many marketers, Bigley says, is that the brand is not shown in these IBM vignettes. Instead, the company focuses on creating a good story, typically a challenge. Stories include the New York Police Department's role in creating a virtual crime lab, how understanding traffic patterns in Norway can help to solve congestion in other cities, and the intricacies of mapping the human genome (*photo*). IBM software creators and thinkers are interviewed throughout to show how they worked with these organizations to help create solutions.

CONTACT: [dbigley@us.ibm.com](mailto:dbigley@us.ibm.com)



**OLLY COMYN**

The  
Economist



" In Burgundy terms, if 2000 was a Premier Cru, 2006 was a Grand Cru, a year of exceptional growth in both circulation and advertising for *The Economist* "

CONTACT: [ollycomyn@economist.com](mailto:ollycomyn@economist.com)

**ANDY BUSH**

FORTUNE  
MAGAZINE



" 2006 was a year of solid growth for pan-regional media. Not only did we experience new advertisers, many also embraced more creative, multiplatform programs featuring higher levels of integration. Pan-regional media has continued to successfully evolve and adapt to the new reality of modern communications expectations. "

CONTACT: [andy\\_bush@fortunemail.com](mailto:andy_bush@fortunemail.com)



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Perú



Puerto Rico

**EL PAIS**

Uruguay

**EL NACIONAL**

Venezuela



**Alicia Cid**  
Latin America Integrated  
Marketing Program Manager  
Chevron



## Bringing the Brand Experience to Customers

### Building relationships with customers requires forging partnerships with media

*Alicia Cid delivers Chevron's marketing message throughout Latin America and is a committed user of pan-regional media. "Once the target profile is defined," she says, "pan-regional media can be identified as the most effective medium to reach the target. Each network has its distinct audience, and the content delivers on the audience expectation." She tells inter national ist how Chevron goes about making media choices:*

#### What do you look for in pan-regional media?

The most attractive thing is our ability to work together with the network to develop innovative and high-impact programs. We look for opportunities to integrate our product and messaging into the program content and across media vehicles. We have

created programs that integrate TV, on-line and events, and that have delivered reach and frequency. Most importantly, they have provided the opportunity to bring the brand experience to our customers. In my view, this partnership is the most significant change that is taking place. The networks with stronger marketing support teams, the ones that are able to identify opportunities to integrate the brand message and positioning with their programming and marketing activities across markets and regions, are those we will be looking at.

#### How has the merger with Texaco affected your marketing activities?

In 2001, Texaco became part of the Chevron family of brands, and that has required a re-evaluation of the brand's communications strategy. Chevron has

three retail brands — Chevron, Texaco and Caltex. Sometimes more than one brand operates in a particular geography, thus requiring a thorough analysis to identify the best channels to communicate the brand positioning effectively.

#### Given the growing number of media options, how do you break through the clutter?

We have to segment our consumers according to their behavior and find the channels to best reach them. It allows us to be very targeted in our communications and establish a more intimate relationship. While it requires more research and planning in order to understand our consumers and their behavior, we can reach them where they are, in a fashion that is appealing to them, and with a message that is relevant. The answer is not

to turn up the noise, but rather to know our consumers intimately and find them in the places where they hang out.

#### Once you find your consumers, how do you approach them?

Brand managers are looking for opportunities to create a brand experience. The objective of communications is to create a long-lasting relationship. Media, both networks and agencies, understand that we are looking to connect with our consumers in relevant ways. Integration of media vehicles and consistency are key elements to a healthy communications strategy. Developing campaigns that have talking value, in order to maximize the investment and get consumers involved, is what we are looking for.

CONTACT: [aliciacid@chevron.com](mailto:aliciacid@chevron.com)



#### GREGORY HO



“Media solutions are different today as clients/agencies are beginning to understand how to fully leverage a channel to further build their brands and drive interaction with consumers. As TV campaigns become multiplatform programs, the complexity required creates greater collaboration among the client, agency and media owner. The role of the sale executive has evolved to be a solutions provider and multimedia integrator.”

CONTACT: [Gregory\\_ho@spe.sony.com](mailto:Gregory_ho@spe.sony.com)



#### MIKE SEGRUE



“In the past year, pan-regional campaigns increased as advertisers leveraged the extra value that a consolidated Out-of-Home medium can deliver. Plus, the strong return of corporate advertising has fueled a great year for airport advertising. In fact, demand now outweighs supply, and this trend should continue in 2007. The growth of digital and technology in OoH is shining the light on the medium.”

CONTACT: [mike.segrue@kineticww.com](mailto:mike.segrue@kineticww.com)



# Trust The Yomiuri to Get You Across.

The power of The Yomiuri Shimbun begins with the largest circulation of any newspaper in the world, with over 10 million copies sold daily. The Yomiuri also delivers one of the most affluent, most trend-conscious audiences you'll find anywhere—26 million readers who trust us to keep them informed and in touch with what's happening in their world. That's why, when you set out to succeed in Japan, the advertising medium that gets you across best is The Yomiuri Shimbun.

#### Circulation (Morning Edition)



#### Ratio of Executives Among

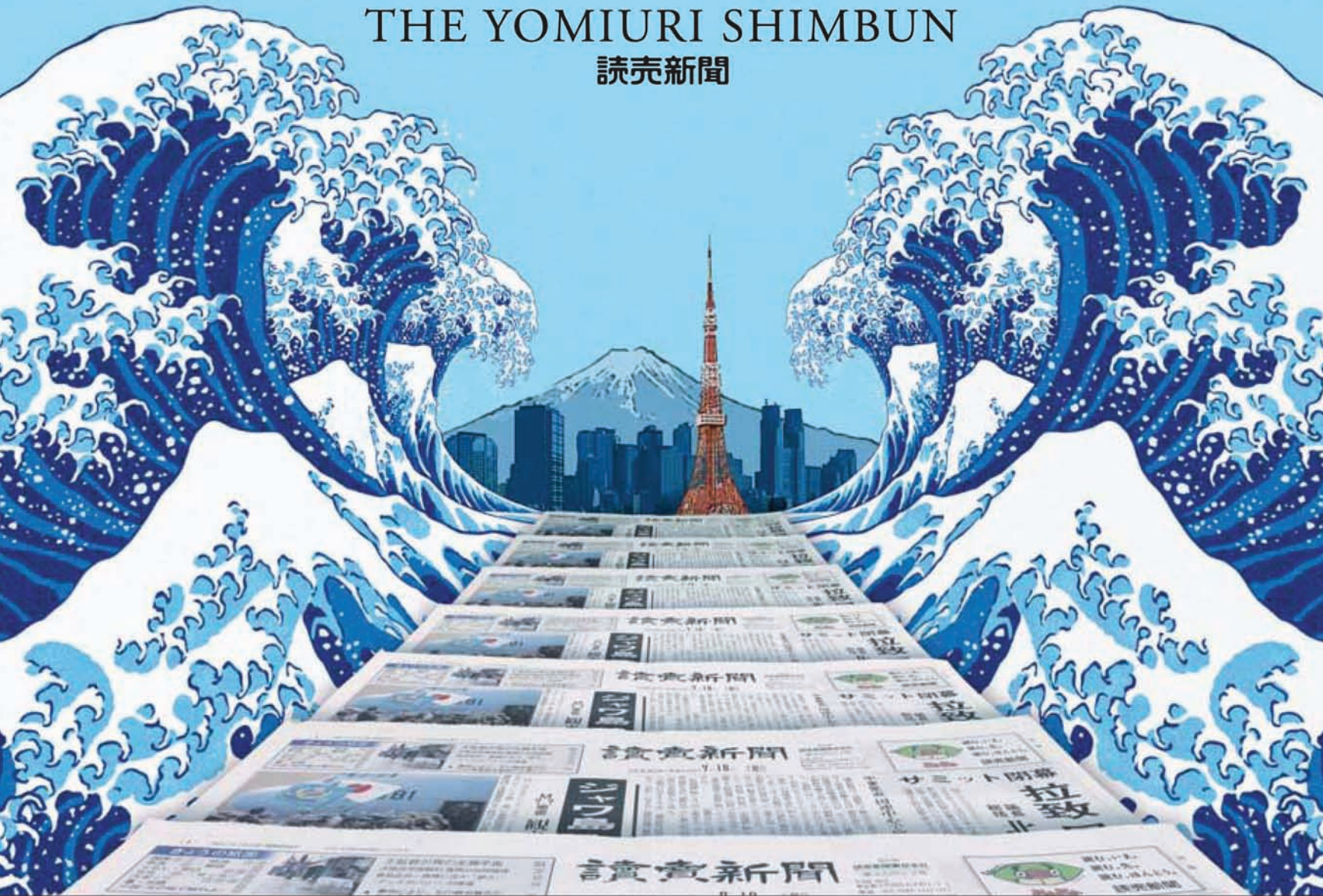


Sources: Japan Audit Bureau of Circulations (ABC) "Newspaper Publisher Report," average of Jan-Jun, 2005  
J-READ 2005 (Data from Tokyo, Kanagawa, Saitama, Chiba, Ibaraki, Tochigi and Gunma prefectures)

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**Scott Berg**  
Global Media Director  
Hewlett-Packard



## Staying Ahead of the Media Curve

**International marketers must embrace experimentation — while keeping an eye on the bottom line**

*“We have seen media, and its role in building the HP brand, change dramatically in just the past 24 to 36 months,” Hewlett-Packard’s Scott Berg told internationalist recently. “We don’t have a conversation on creative without the media people present. The uneven relationship between creative and media has changed to an equal partnership. In fact, now it is often the media strategists who think of the unique ideas and the opportunities for employing them. This was unimaginable just a few years ago.” Clearly international media and the nature of its relationships are changing — and very quickly. For Berg, that means that international marketers like HP have to embrace experimentation in both media and markets.*

### On experimentation in media:

“Experimentation is crucial to staying ahead of the media curve, particularly for a company like HP, but it also means taking some losses. Losses are tolerated as long as there is the occasional winner that gets hit out of the park. This is a completely different way of thinking about media. I can’t emphasize the portfolio manager aspect enough; there is no greater job analogy.

“People value different media in different ways. Understanding that value changes how we invest in media. People always ask my views of “traditional media,” and I simply say it is an “and,” not an “or.” People still read and they actually watch more TV today than five years ago — even if they are skipping more commercials.

“Also when considering the future of

media, we can all comprehend “time-shifting” now — having content whenever we require it in our time, but what about “place-shifting”? It is now possible. In fact, while I was in Poland recently, I was able to watch my Tivo-programmed TV shows from Houston on my laptop. I can be anywhere and watch what I want to watch.”

### On experimentation in markets:

“Don’t forget that in international, one isn’t only making bets on particular media properties, but also on various markets.

“For example, take the recent valuation of the dollar — that has undeniably affected where I can afford to invest. Our U.K. media budget decreased by one-third overnight, and most traditional media had a high rate increase. Not only did I have to decide to cut, but I also had to gauge how

### Emerging Media



### JONATHAN HOWLETT



“ BBC World had its best advertising year on record in 2006. Most encouragingly, we are seeing growth across all sectors of our business. We have now firmly established the efficacy of pan-regional TV to reach key and valuable audience groups in an impactful manner with agencies and advertisers across the globe. ”

CONTACT: [jonathan.howlett@bbc.co.uk](mailto:jonathan.howlett@bbc.co.uk)



### DAVID OLIVER



“ We found 2006 to be an extraordinary year for the many leading international media brands we represent. There is no question that online spending is increasingly dramatically — particularly out of London. These new budgets are backed by growing budgets that can make an impact. ”

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that would affect our presence and return in such a key market. Media inflation in China is running at 36 percent year over year, but right now it pays back to invest there. At some point, soon, though, if such increases continue, the China payback may not be enough to justify such inflationary spending levels. I never forget that the ROI that advertising achieves unquestionably affects our bottom line.

“Our own media money will also move in the future from slow-growth markets to more of the “BRIC” (Brazil, Russia, India, China) nations. However, as a mature market, Japan will still be critical, although it is the most expensive media market in the world, because the Japanese are such wonderful tech adopters. At some point, though, the pricing will have to adjust. Although a BRIC nation, I mentioned earlier that China has media inflation, and we’re finding the same in India, but again the investment still proves to be worthwhile — at this point. And just like Japan, the media pricing will have to adjust for us to justify expenditure that will provide a measurable ROI.

“What I am banking on is the market I call the “undiscovered country,” which is probably more of a digital amalgamation of various new, up-and-coming markets (within the confines of planet Earth). There is no question, though, that we will market to smaller countries in different ways than in the past. Paramount will be how we present our media message.”

**CONTACT:** [scott.berg@hp.com](mailto:scott.berg@hp.com)

## Scott Berg’s Top 10 Media Trends

1. **Media consumption will increase.** Worldwide, consumers are spending more time with media.
2. **But what they consume is changing and will continue to change.** Time spent with online and electronic media will grow at the expense of print.
3. **Consumer media control and influence — it’s just the beginning.** DVR, user-generated content and participatory sites all are growing.
4. **The method of delivery will expand.** There are many new formats, delivery channels, business models and playback experiences.
5. **Digital distribution.** Joost, mobile TV, home theater and the iPod symbolize the new drivers in “place-shifting.”
6. **Country-level media investment will change.** HP’s media spending will move from mature markets to “BRIC” countries and Japan, a mature market populated with tech adopters.
7. **Skill sets.** Good media execs must balance a multitude of skills, change with technology and think like a portfolio manager. Specialized roles and capabilities are in demand, and they are changing.
8. **Media automation and integration.** Gains include predictability, transparency, consistency and adaptability.
9. **Salesperson to consultant to partner.** Today, partnership is a differentiator for both marketers and media.
10. **Cultural media — staying genuine.** The ideal problem-solving story touches heart and soul while supporting company core values.

*Adapted from a February presentation at the International Advertising Association New York Chapter Luncheon.*



### GRACE PALACIOS

**PUBLICITAS Promotion Network**  
CHARNEY PALACIOS & CO. PUBLICIDAD Y COMUNICACION

“Advertising investments should remain strong across Latin America in 2007 and continue to follow the global tendencies of cross-media integration. This trend fueled the new exclusive representation agreement for pan-regional advertisers between Charney/Palacios & Co-Publicitas and Grupo de Diarios America-GDA. Advertisers can now realize multimedia opportunities across the region through a platform of newspapers, magazines, online portals, electronic media, direct mail and events.”

**CONTACT:** [gpalacios@publicitas.com](mailto:gpalacios@publicitas.com)



### OLIVIER DE MONTCHENU

**EuroNews**

“For EuroNews, this has been one of our biggest years on record. Due to our worldwide distribution increase to 193 million households, we saw many first-time advertisers. Media innovation today is at the forefront of marketing decision-making, especially for those with international responsibilities. This year will be a turning point as EuroNews stands at the crossroads of digital media world.”

**CONTACT:** [omontchenu@paris.euronews.net](mailto:omontchenu@paris.euronews.net)

# Media Specialists Come of Age

Three leading media specialists offer their take on marketing, money, measurement — and more

## Pit Bulls at the High Table

“The specialist media agency was slow to get going, and it received much virulent comment and attack from the established agency community. But it happened, and media specialists now control the bulk of global media buying. What has been most interesting to witness has been the ever-changing role that they play, to see the battle for strategic control taking place between media specialist, creative agency and the

new breed of strategic planning consultants, such as Naked.

“At the core of this contest for control has been the client’s change in attitude toward the media specialists. They were once seen by many as a rather disconnected adjunct to the creative agency, a group of hard-nosed pit bulls that

were paid a lowly commission to turn out single-dimensional plans (TV and print ruled) and then buy them at the lowest possible prices.

“By contrast, the media agency will now

“Media specialists now control the bulk of global media buying.”



**Mike Jarvis**  
Media Director  
Banner Group

most often sit at the ‘high table’ and on the right side of the client, playing a major role in the development of the campaign, media and, dare I say, creative strategy. An observer from Mars might well be confused by this battle, after being made aware that most of the players all belong to the same global communications networks, but I guess competition has always been good for the client and keeps all parties on their toes and striving for perfection.

“There are indications that the business could well be coming full circle. As the media-planning role becomes ever more complex and increasingly integrated within other communications channels such as events, digital and lead-generation programs, it becomes vital for the function to take place within a fully integrated environment and mentality. Already we have seen some major players pulling back their isolated online specialists within the traditional planning teams and even integrating creative functions. Hell, before long I can hear claims being made that the Holy Grail of communications has been found — a team of like-thinking specialists working under a single roof, all striving to a common goal, client satisfaction, regardless of how they achieve that goal — an ad agency by any other name!

“I have no doubt that media specialists will continue to evolve as the media grows ever more complex and consumers take a greater role in their own consumption. But

the easy days are over, and clients are no longer willing to blindly throw vast sums of dollars at brand campaigns that provide little or no measurable ROI. Fragmentation will demand far more complex multimedia solutions, and the media will have to be far more willing to demonstrate value for money. At the same time, the media agency will have to be willing to invest in research tools that can truly measure and quantify the effects of the client investment.”

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## The Brightest Minds in the Business

“Media specialists were always ‘of age.’ In my experience, media specialists were always populated by the brightest minds in the business. Over the years, you realize that a good creative director can be a media director and a good media director can be a good creative director. Media and creative specialists are strikingly similar in their foundation — they think about the consumer first and how to influence him/her second. I always thought that the next stage of industry integration



**Marcelo Salup**,  
Senior Vice  
President &  
Director of  
Marketing  
GrupoUno

## ANNIE RODGERS



“In 2006, Discovery Networks forged creative and complex communications solutions for our advertisers, both at international and local levels. Leveraging content across multiple platforms was central to our partnership with Philips, and the creation of bespoke short-form programming broke new ground for Nokia and Toyota. On the local level, new clients such as Microsoft Xbox, Davidoff and Shell also resulted from exclusive content creation.”

CONTACT: [annie\\_rodgers@discovery-europe.com](mailto:annie_rodgers@discovery-europe.com)

## MATTHEW FARRAR



“Media today is an exciting exchange of ideas among journalists, consumers and advertisers. As media representatives in Asia, we stand at the nexus of this extraordinary conversation between smart, vibrant media owners and many of the world’s most dynamic clients and ad agencies. We also have the good fortune of working on two important launches — *Condé Nast Portfolio* and *Monocle*. There is no question that each, in its own way, will alter our perceptions of a 21st century global magazine.”

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“ I always thought that the next stage would come from media specialists building creative units. ”

would come from media specialists building creative units. I don't see that happening a lot yet, but you can see some action in that direction.

“There has to be a concerted industry-wide effort to develop an objective, impartial model of how advertising, marketing, media, promotions — all of that — add value to a client. Agencies typically spend no money on their own R&D. It would be unthinkable for another manufacturer (and we manufacture ideas) to not spend any money on its own R&D, yet the industry continues to do so. In all honesty, I can't believe that the industry just doesn't get together, pitch in \$2 million each and get an objective model that proves how advertising works once and for all.

“For a long time, when you worked in media, you were expected to document everything: audience delivery, reach, intra-media reach, frequency, reach at the effective frequency and much more. The rising importance of 'new' media made these metrics less relevant in some cases. But we never developed a substitute currency. I have, over the years, used some 'bonding' models, assigned decision-making percentages and much more to my media strategies. However, there were no hard numbers, no metrics, not even agreement on many terms. The erosion of traditional media metrics followed by not

having a substitute model has created media plans that, IMHO, have a lot of conjectures posing as facts and are often arbitrary.

“As for having a global P&L, one has to be a bit cynical about the entire idea. Imagine managing a worldwide, honest-to-goodness global P&L. The real McCoy. Wow! Can you imagine the level of complexity? The amazing analytical prowess? The überpresence of a person who can do this? I don't think that there are enough people like that to go around. To me, a true global P&L sounds like painting an aircraft carrier — by the time you finish, it's time to start again. I don't think the idea is either practical or doable on a sustainable basis.”

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### Winning the Game of Engagement

“Today, the name of the game is 'Engage.' Advertisers need to be able stand out from the clutter and grab the attention of the customer. As a result, true media specialists (and I don't mean buyers with a calculator) can now use their experience and knowledge to create and deliver great ideas that will offer advertisers opportunities to realize engagement objectives. The classic solutions of double-page spreads, gatefolds, tip-ons and holograms are on the way out. In their place we have DVDs (audio and video), bound-in booklets and special sections. Offering the customer something useful and something to jog the memory.

Engagement.

“One reason is that the media have had to become more flexible and accommodating. Media owners are now expected to be able to deliver 'through-the-line' solutions — a complete package from advertising message exposure to face-to-face dialogue opportunities and measurements of success. As a result, the thin but rigorous line between church and state is getting thinner and less rigorous.

“Let's face it — they are better working as a team. The media agency has a stronger understanding of the client's business and business objectives. The advertiser has an opportunity to get closer to appreciating how his communications objectives can be delivered. The media owner is able to deliver a solution to the advertiser, while at the same time delivering an enhanced product to his readers or viewers. The challenge is to continue to develop and improve on those engagement solutions.”

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**Adrian Smith**  
Account Director  
MediaCom

“ The thin but rigorous line between church and state is getting thinner and less rigorous. ”

#### RALPH LOCKWOOD



“ For Huson, 2006 was a clear success story, with a 63% increase in revenues. Our growth resulted from new and developing partnerships with CMP Technology, Reader's Digest and Reed Business Information, as well as a healthy economic climate that allowed for substantial print and digital ad growth. This expansion is also reflected in our sales staffing; in January 2005 we were 9 people in the U.S., now we are 16 — a 77 percent increase. ”

CONTACT: [ralph@husonusa.com](mailto:ralph@husonusa.com)

#### RHONA MURPHY



“ Newsweek saw new pan-regional campaigns in 2006 from the U.S., such as MetLife and Verizon, as well as robust business from Germany, the Middle East and Asia. There is no question that multinational corporations are refocusing on the need to communicate more to a global audience. Our multi-local offerings had continued growth. We now have eight non-English Newsweek editions, including a new launch in Turkey; these all represent interesting alternatives for advertisers. ”

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# Crafting Cross-Platform Solutions

Talk about change — to sell an ad schedule these days, media owners are partnering with a client’s agency to create the campaign. This integrated, creative partnership is producing groundbreaking work

## A Good, Compelling Idea



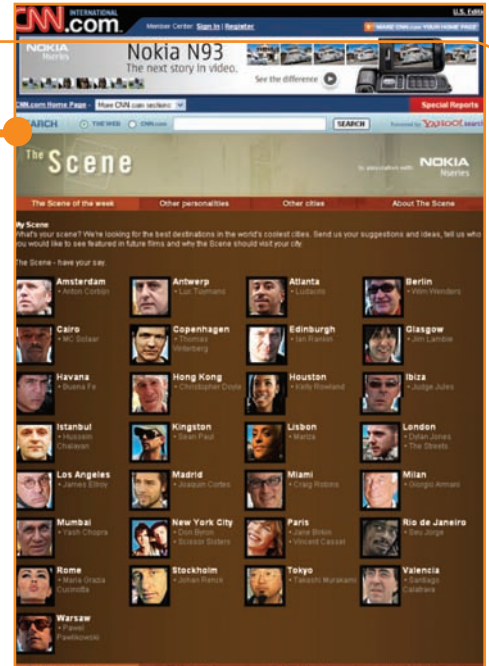
**Jonathan Davies**  
Executive Vice President Advertising Sales  
CNN International

*“Clients are simply communicating more,” CNN International’s Jonathan Davies tells inter national ist. “In days past, big multinationals just did branding campaigns; now they are selling products. And of course, we are seeing a maturity in this media category. International media is becoming more creative. Plus media agencies are pushing for innovation and they are certainly open to new ideas. Yes, ‘integration’ is part of every buy, but in our thinking that simply means having a good, compelling idea that carries over into different platforms.”*

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## CASE STUDY: Nokia “City Guides”

Nokia’s goal was to promote its multimedia devices. The target was an affluent audience interested in music, travel, film and photography. CNN worked with Mediacom’s Nick Bauer to come up with “The Scene” — a series of more than 20 cutting-edge city guides showcasing a city through the eyes of one of its famous citizens. “An Insider’s View of Milan with Giorgio Armani” is one example. These were developed as short programs to run on-air, followed by an extensive Web site tie-in.



## CASE STUDY: Philips “Online Briefing Room”

Philips’ goal was to extend its “sense and simplicity” theme, which positions Philips as a company whose technology makes life easier. CNN worked with Emma Asquith of Carat to create a daily “Online Briefing Room” on the CNN.com site. The content is everything the busy executive needs to know for that day and delivered in bite-size chunks online, via email or mobile phone. Put together with a light-hearted touch, it not only includes news and business information, but also elements of humor and entertainment.

## DAVID CLARK



“One big obstacle facing international marketing is ‘friction,’ or the rub between the promising economics of consolidated global operations and the challenge of multi-market scale. This global- multi-market dilemma rarely works within the realities of local media planning and buying. But now technology, like Joost, is emerging that reduces this ‘friction’ by providing true local communications on a worldwide basis. This means more access and more reach for all marketers.”

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## BEN HUGHES



“The FT had a very solid year in print and online advertising in 2006. All regions of the world saw growth, but the U.S. surpassed expectations with many new advertisers in print and online, as well as record circulation.”

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## Combining Resources with Creativity



**Declan Moore**  
Vice President & Publisher  
National Geographic International

*"At a time when demand for creativity in media is at its highest, it's exciting for us to be singled out by clients as the number-one provider of integrated, highly creative solutions," says Declan Moore, vice president and publisher at National Geographic International. He's busy, he tells inter national ist, with 18 creative marketing projects in the works for different clients. Now he has been put in charge of online sales for nationalgeographic.com to better meet the needs of clients seeking integrated offerings across online and print.*

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### UNDER SOUTHERN AFRICAN SKIES . . .

**Zambia - Victoria Falls and the Zambezi River** As the micro-light taxis into position, the sense of anticipation is electric. Victoria Falls, named by the Kololo people "Mosi-Oa-Tunya" meaning "the smoke that thunders", lies just a short flight away. Lifting into the bright morning sky, the wide, open views of majestic Africa below are overwhelming. As the falls first come into sight, it is truly a breathtaking moment. Huge rivers of water cascade downward into the zig-zag of the ancient valley and shimmering rainbows crisscross the void. There is no better way to start the day . . . but to end the day?

Once again Africa continues to surprise, revealing effortless luxury and a uniquely romantic experience. Lit by flickering lanterns and glittering starlight above, our sun pan floats gently on the placid river currents, the most atmospheric dinner venue in the world. Stunning food and outstanding wine are ferried across by silent canoes, quickly disappearing, leaving us to soak up the sublime solitude of the setting. That night in Africa, watching the world drift by, was a truly unforgettable experience.

Star Alliance is ready to take you to this fascinating region, with eight of the member airlines flying into and throughout southern Africa, providing over 2,400 flights per week. Once there, why not take advantage of the Star Alliance African Appas? It allows you to choose among 28 destinations across sub-Saharan Africa. It's the perfect way to discover the diversity that this amazing continent has to offer.

One day you could be relaxing on the shores of Lake Malawi or the stunning beaches of Mozambique, the next, experiencing the wonders of Victoria Falls, discovering ancient rock paintings in Namibia, or sampling the wines of South Africa. To find out more please visit [www.staralliance.com](http://www.staralliance.com) and start planning your trip today.



### CASE STUDY: South African Airways

There is no question that today media owners are forging closer relationships with marketers. For example, when South African Airways became the newest member of the worldwide Star Alliance, the airline immediately wanted to highlight the new association and promote the beauty of South Africa as a destination. National Geographic International partnered with SAA to develop the "Under Southern African Skies" campaign, sending its own photographers to South Africa to take the lush, dramatic shots used in the ads.

### CASE STUDY: Orange "Roaming"

Orange's goal was to promote the benefits of roaming to a European audience. National Geographic International worked with Ian Rotherham of MPG International to create a campaign combining print advertisements, TV vignettes and outdoor signage. Three creative executions, adapted for each medium, were based on the emotional impact of a single word: "Relax," "Explore" and "Enjoy." NGI's marketing services teams used footage of wildlife and magnificent landscape images to convey the three themes. The images are also integrated onto an Orange microsite telling consumers more about the benefits of roaming.



### Laurie Benson



*"The international marketplace is robust, not only from an advertising perspective, but also from an audience perspective, particularly in the newsmagazine category. All three international newsmagazines, Time, The Economist and Newsweek have seen substantial gains in audience of the important C-Suite audience. And advertisers will always follow the audience."*

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### Fernando Mariano



*"Pan-regional advertising is booming in Latin America. Thanks to the growing economic importance of the region, more companies are looking to place advertising on a pan-regional basis with budgets controlled by central or regional headquarters. We are consistently offering cross-media opportunities to our advertisers combining online and print."*

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## High Awareness, Low Investment



**Tom Coughlin**  
President  
TC Media  
International

*"The past decade has seen many positive changes Latin American pan-regional media — especially cable television, which has come into its own as a viable media option," Tom Coughlin tells inter national ist from his Miami offices. "The cable networks provide significant geographic coverage for a relatively low investment.*

*"The growth of pan-regional cable television has come through providing news, sports and entertainment programming designed to reach upscale multichannel households. There has been increased flexibility with more feeds, allowing copy splits or blacking out certain unwanted markets. While cable television has enjoyed growth, many of the pan-regional print media have been challenged over the years to maintain circulation. Expansion into the online world, though, has provided a platform to recoup lost readers and add new ones.*

*"At TC Media, we have taken advantage of these efficient media for several clients. One client, Audi of Latin America, has used pan-regional media throughout the region for nearly a decade. The campaign combines highly targeted pan-regional cable networks, pan-regional magazines and local heavy-up print support, plus online. There are some variations throughout the region. Not all markets have all models, so we need to*

**“ Latin American cable television is a viable media option. ”**



*have the flexibility to do copy splits. In Mexico, for example, we have a different campaign because Audi offers a different model mix. AlmapBBDO in Sao Paolo handles the pan-regional creative, and Media 8 here in Miami is the online agency. This multiplatform campaign has been extremely successful, and both awareness and sales of Audi cars in Latin America have increased significantly."*

**CONTACT: [tcmedia@bellsouth.net](mailto:tcmedia@bellsouth.net)**

## Media Integration Entices Advertisers

*"As the competition for ad dollars continues to increase, media owners are offering integrated packages consisting of multiple communication channels — print, online and face-to-face — so as to enable marketers a variety of ways to reach an audience.*

*"Web sites and email newsletters, as*

*well as events and exhibitions, are poised for growth as media owners look to entice advertisers with a multifaceted approach. If media owners wish to remain competitive, they can no longer regard these as unique silos. Each supports the other, along with print, resulting in a fully-encompassing message.*

*"Looking ahead, the integration of audience information (databases) is the next logical step toward media owners being able to more effectively monetize the value of their audience. It is important to know who is consuming media, through what formats, and be able to demonstrate the unique buyers and the brand-loyal consumers."*

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**Glenn Hansen**  
President  
& CEO  
BPA Worldwide

**MURIEL SOMMERS**

**CHINATRADE**



**“ China is the most extraordinary new business market to be experienced in our lifetime. Everyone at the newly-launched China Trade is bullish about 2007. We are excited to be the first monthly devoted to covering the dynamic world of trade and investment between Western corporations and the People's Republic of China. The information we provide is hard to find and very important in shaping the future of today's commerce. ”**

**CONTACT: [msommers@chinatrademag.com](mailto:msommers@chinatrademag.com)**



**DEBORAH ARMSTRONG**

**NATIONAL GEOGRAPHIC CHANNEL**

**“ Breakthrough marketing in a cluttered media environment requires quality creative and consistent promotions. The cross-platform opportunities of the National Geographic Channel and Magazine provide relevant, seamless integrated marketing solutions under a single brand umbrella. ”**

**CONTACT: [deborah.armstrong@bskyb.com](mailto:deborah.armstrong@bskyb.com)**

# Reach out

Connecting your clients with international markets starts with intelligent media placement. Multimedia, Inc. has the exclusive representation of leading newspapers in Europe, Asia, Middle East and Latin America, and offers media placement in print, radio, TV, online, and outdoor in strategic markets worldwide. Multimedia serves advertising agencies throughout the world with over 15 years of experience in overseas advertising. For more information and media quotes please contact Carol Ramos at +1-407-903-5000 Ext. 249, or e-mail at [cramos@multimediausa.com](mailto:cramos@multimediausa.com)

## Worldwide Represented



## Americas Represented

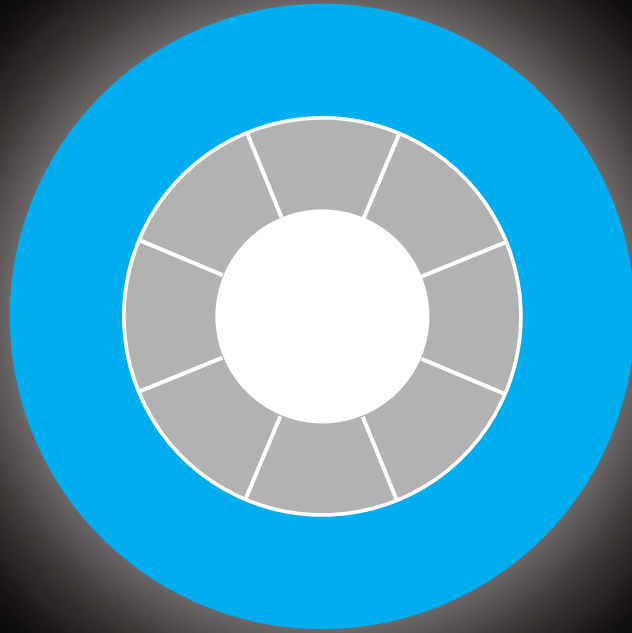


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# media at center stage

Alan Rutherford, Unilever's London-based vice president, global media, talks about media trends, consumer response and responsible marketing

*When Unilever's Alan Rutherford was recently asked by internationalist Publisher Deborah Malone how the role of media had changed, he didn't hesitate: "Media," he said, "has moved to the center of the agenda." He continued: "It is gratifying to be part of the industry at this time. Managing a discipline that is now at center stage is great."*

*"In talking to Rutherford, one sees how he combines two complementary aspects of media in all his thinking," says Malone. "The first is his keen awareness of the connection between media trends and consumer response. For him, 'media reflects the consumer's world,' so the consumption of media can provide key insights into how any Unilever brand message might be best presented and accepted. The second aspect focuses on how effective marketing for multinationals today is very much tied to making media innovation center stage, and on a global level." Here is more of their conversation.*

## How does media's impact on the lives of consumers affect your brand marketing?

For a company like Unilever with so many personal care brands, much of our inspiration today comes from clear trends set by the media. For example, a television program like *Pop Idol*, with its many local incarnations around the world, has demonstrated that the appeal of the talent search resonates strongly with consumers. It has certainly influenced our thinking about brand communications and how we can interact with our customers with a sense of contemporary authenticity. Of course, today's extraordinary

fascination with celebrity also permeates all media, and marketers must come to understand what this means for the relevance of their brand. I'm not suggesting that everything about the celebrity fad is good. I'm simply stating that if contemporary culture drives marketing, then one has no choice but to understand the interest in the trend.

**What's an example of that at Unilever?** Our approach to the Dove "Campaign for Real Beauty" campaign certainly acknowledges something about the impact of supermodels or of celebrity, but it is treated in a way that



is culturally relevant to the brand ethos. Beauty does not mean "model thin" for everyone. Any confident woman can be an individual (or even a celebrity) in her own right. Of course, the message furthers the Dove brand values, but we would also like to think that it furthers the self esteem of womanhood.

## As media and advertising become increasingly more global, how is Unilever approaching the challenges of cross-cultural branding?

In my last seven years at Unilever, I have seen so many messages reflect cultural change. We are now running a campaign around

the world for Omo laundry detergent with a theme that “dirt is good.” Statistics worldwide demonstrate that more children are engaged in more indoor activities than ever before given the strong interest in television and computers. The “dirt is good” campaign encourages them to get out and play — not only for exercise (which is important), but to explore nature and learn the joy of team sports. In Brazil, football great Ronaldo is our advocate for “dirt is good,” and Omo is even packaged there in the shape of a football. The campaign works in markets from New Zealand to South Asia — all with local relevance.

One of our most exciting new media developments is the Sunsilk “Gang of Girls.” The Sunsilk hair care products are targeted to younger women aged 16-24, and in India, we used the brand to create a social networking Web site as a means of communicating about

issues of interest to woman in that age group. Although it may have started as a means for discussing hair care and beauty tips, it became a true social network where this “gang of girls” could safely chat about boyfriends, marriage, and countless other significant issues. We filled a void among women in a market that didn’t have any other broad means of shared communications.

**It sounds like you’re blurring the traditional lines between marketing and media.** Interestingly, a number of companies have approached us about buying the “Gang of Girls” site. In a high-tech market like India, that is certainly the ultimate form of flattery, or at least an indication that we have struck an important consumer chord through media. It is interesting, though, how a marketing venture for Sunsilk has also created a new form of media in its own right.

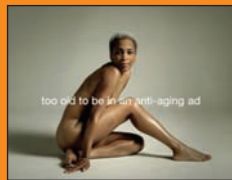
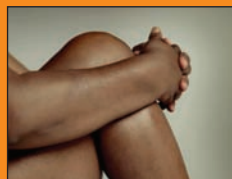
In Vietnam, we are doing something similar. We have created a Sunsilk portal with content by Yahoo, and the portal has also fueled a magazine and a TV show. We showcase many of the Unilever brands through this Sunsilk media, but now we are getting requests from competitive brands to advertise there, as well. Again, have our ways of connecting with our customers through relevant marketing put us in the media business?

**The relevance you’re talking about is much more than just delivering a message.** Marketing is about relationships — with a brand or with a communications channel — and the key to creativity is how you manage those relationships. Today a “big idea” is often a common truth that, given the true globalization of media, has an impact on consumers worldwide. That truth may be that “dirt is good” or “real beauty,” or it may be that a “gang of girls” needs to communicate. Yet a big idea must also be transformational, which means it can affect social behavior. This might best be called “causal marketing,” as it should offer some real benefits to society while also helping the brand to develop.

Responsible marketing is the key to success for multinational brands. If you do responsible things for your consumers, it will work for the brand.

Akan Rutherford can be reached at [alan.rutherford@unilever.com](mailto:alan.rutherford@unilever.com)

**The Dove and Sunsilk campaigns show the value of a “big idea” that resonates with its target audience.**





The Roosevelt Hotel, NYC March 29th, 2007

## If there is only one event to attend in 2007, this is it!

### Panel 1: Changing Consumer Behaviors: Marketing to the "New" Consumer

MODERATOR



**Bernd Schmitt**

Professor of International Business &  
Director of Center on Global Brand Leadership  
Columbia Business School



**Howard Handler**

CMO  
Virgin Mobile



**Marian Salzman**

EVP, Chief Marketing Officer  
JWT Worldwide



**John Lee**

VP, Brand Marketing & Communications  
Embassy Suites



**Mark D'Arcy**

Chief Creative Officer  
Time Warner Global Marketing

### Panel 2: Beyond Americanization: How to Effectively Become a Global Brand

MODERATOR



**Frank Cutitta**

CEO  
The Center for Global Branding



**Larry Bloomenkranz**

VP, Brand Management &  
Advertising  
UPS



**John Jacobs**

CMO  
NASDAQ



**Chuck Fruit**

Former CMO  
Coca-Cola



**Chuck Brymer**

CEO  
DDB Worldwide

### Panel 3: The Future of Marketing: Changing Communications Models

MODERATOR



**Alison Fahey**

Editor  
Adweek



**Nick Brien**

CEO  
Universal McCann



**Antony Young**

President  
Optimedia US



**Nasreen Madhany**

CEO  
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**Andrew Swinand**

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# the (still) elusive consumer

The secret to reaching message-weary audiences is creating “media that matters”

The media future is bright, and I am more excited about the business today than I have been in a long while. The primary reason is the positive impact on “old media” by “new media,” and our ability as media specialists to bring it all together.

So what’s our greatest challenge today? Surprisingly, we are still miles away from understanding how the ever-elusive consumer truly interacts with the messages found in media. I just watch my wife, Sue, while she browses, shops and connects with friends and family thousands of miles away with her wireless laptop while watching “Lost,” “House” or BBC World News. Despite all of the systems of media measurement, I doubt that we truly know how she, or countless others around the world, are reacting to the ad messages we have so painstakingly planned to appear within such sought-after content. She says that she feels positive about those brands that are integrated into her media choices, regardless of channel;

she simply dismisses those that no longer connect with her.

John Hegerty, the creative founder of BBH, recently mentioned how he also feels that he is trying to catch up to new consumer thinking when he works to create convincing advertising today. (It is particularly worrying when creative and media agree about the same concern.) No matter how fantastic the media platform or how breakthrough the creative, today’s messaging needs to be consumer-relevant.

## Emotional Connection

The measurable responses from online advertising have encouraged many to think that clicks mean emotional connection. However, there is also value in seeing an ad you don’t respond to. When online media moves beyond 10 percent of the total media revenue pie and creates high-quality content, the nature of online response will change.



**mediaedge:cia**  
*Active Engagement*

Advertising has always had a pivotal role in the content-value chain; it built the funding models for TV, radio, print and out-of-home. Until recently, the majority of content was delivered through these channels. Successful ad campaigns were planned to interrupt consumers of content and keep them engaged. Makers and distributors of content provided time or space for ads that would fund their businesses. Thus we were complicit in a covert relationship with our customers that can broadly be described as “you watch, I’ll pay.”

Technology, with its ability to create greater interaction, changed the

playing field. The consumer embraced new forms of media transactions more quickly than the agencies or clients. The changing environment is now causing marketers and agencies alike to completely relearn their jobs. Gone are the days when one created a TV spot and a print ad and called it a campaign.

Why do clients spend money on advertising? It is generally to affect some behavioral change. To create such a reaction, a message must engage with consumers, readers and viewers. A single message rarely works as consumers are impacted by multiple interactions and exposures, be they positive or negative. Today's media strategist is the active intermediary between a marketer's products or services and an audience that must be encouraged to become engaged with these brands. To succeed, the media strategist must deliver content-driven, ideas-driven, platform-driven and deal-driven communications work.

The clear strategy for engagement is now to create integrated media solutions and to work more closely than ever before with media companies. The best ideas are always based around compelling content. We have begun seeing great content from media companies being joined by advertiser-funded content. Asia is ahead of the U.S. and Europe in this area.

### Consumer Relevance

Our target audiences are beyond our control, but that is the excitement of media strategy and implementation. We need to market by invitation, we need to embrace value for money, and we need to put consumer relevance above all else. In fact, marketing costs decrease as we increase our focus on core targets. By identifying the content consumers want, we can build value around it. We call this "media that matters." It is a simple recognition that some media are more sought-out and more significant to their users

than others. These will be the pillars of Next Generation Marketing, whether it be the Oscars, the Olympics, piczo.com or Final Fantasy XII. They will also provide content "hooks" on which to hang messages that stimulate, build communities and create a positive brand experience that is more rewarding than a single message of interruption.

### The Art of Storytelling

Despite all of the great change in technology, the consumption of media and marketing methods, one element remains constant. Great marketing remains the art of wonderful storytelling in a way that inspires action. There have never been greater opportunities to create and transmit these stories. However, identifying the means of transmission and preferences of the audience has never been more complex. Thankfully, I am in the business of helping clients thrive in this new world as they use new media methods to engage with the ever-changing consumer. And let's hope that consumer stays elusive, as it is that unpredictability that fuels us to reach the next level in marketing engagement.

**Andrew McLean** is President and Chief Client Officer at Mediaedge:cia. He can be reached at [Andrew.McLean@mecglobal.com](mailto:Andrew.McLean@mecglobal.com).

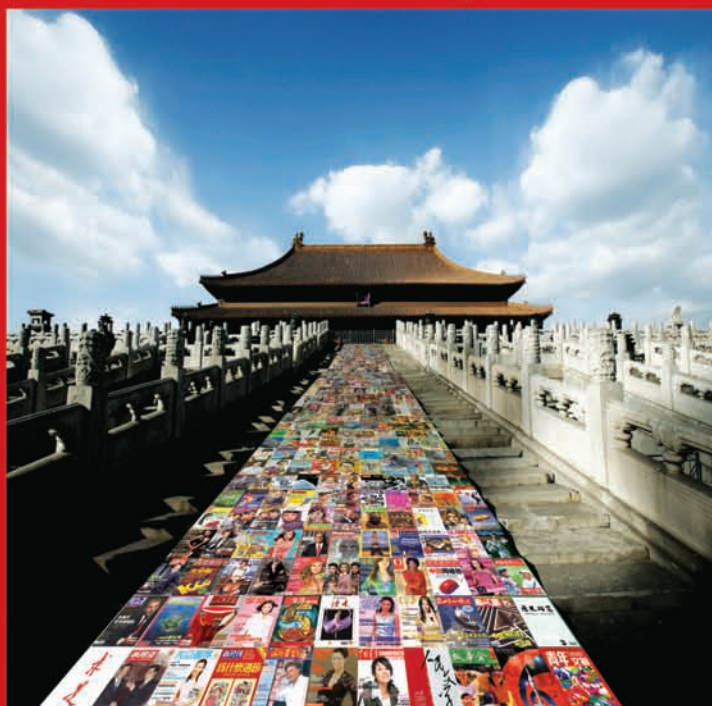
“By identifying the content consumers want, we can build value around it.”



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# listen to the market

The solution to information overload is ... journalism



*On January 24, Michael Oreskes, executive editor of the International Herald Tribune, chaired a panel discussion on the future of media entitled "Old Questions, New Answers" at the inaugural session of the International Media Council during the World Economic Forum in Davos, Switzerland. This column is adapted from his opening remarks.*

When thinking about new answers to old questions about journalism and its future in our rapidly changing media world, I am reminded of something said more than 100 years ago by an American writer and philosopher named Elbert Hubbard.

In his day, Hubbard was the most sought-after lecturer in America. He also was a correspondent for the Hearst chain of newspapers. From that experience, Hubbard formed his definition of an editor. An editor, Hubbard said, is "a person employed by a newspaper whose business it is to separate the wheat from the chaff ... and to see that the chaff is printed." He clearly had an astute understanding of the journalistic process!

Elbert Hubbard died long before the birth of the Internet, or even of television or radio. But to labor his agricultural analogy, living in the digital age is like standing at the bottom of a grain elevator as they pour in the wheat. Our audiences are literally drowning in information —

unrefined wheat and chaff and all the muck raked up with the harvest.

## Information Overload

This information overload, at first glance, seems like a problem to us, but I suggest it is, in fact, our opportunity. Indeed, information overload is the opportunity that we as journalists cannot afford to miss, for our own sakes and for the sake of the society that needs what we journalists do. It is the opportunity to reshape what we do so it survives well into the future.

There is a great sense of panic in our business these days over a perceived circulation crisis. It is widely believed that newspaper circulation is declining. That belief, however, is only partly true. The circulation of paid-for newspapers in Europe and North America is declining, but the total circulation of paid-for newspapers all over the world is continuing to climb. In Europe, the distribution of newspapers given out for free is soaring. There are still

B Y M I C H A E L O R E S K E S



millions of people all over the world who want the news in the old-fashioned form of a newspaper.

### Appetite for Knowledge

There also is considerable evidence that the appetite for knowledge and understanding of an increasingly tangled and complex world is as great, or maybe even greater, than it has ever been. Gallup poll survey data shows that interest in newspapers and magazines actually goes up among Internet users when they are seeking analysis and context.

The solution to information overload, at least in part, is journalism. The Internet offers us this alluring idea that all information is available to everyone all the time. But no one has time to absorb all that information, to make sense of it, to separate the wheat from the chaff. That is what journalism is for, as Elbert Hubbard told us long ago.

### Need for Orientation

Mathias Dopfner, the CEO of Axel Springer, has said that what audiences want more than ever now is *orientation* — direction through the overload of information that is daily life. That is what journalists know how to do. The more society is inundated with information, the more we need the service of journalism.

Journalists have a very specific challenge here. It is to remember who we are and what we actually know how to do. Change is essential. We are learning how to distribute our work in new ways, and to create new forms of journalism that fit the new forms of distribution. We need to adapt to the new attitudes of our audiences, too.

### Independent Observers

Our authority and credibility used to come from our exclusivity and our control over the sources and distribution of information. In the future, it may come just as much from our transparency and our willingness to interact with our audiences. But as we adapt, we have to reassert the basic value, and the basic values, of journalism. We are the independent observers of the world, who go places where our audiences can't go, dig where our audiences can't dig, study and interpret what our audiences do not

have time to study and interpret.

Our responsibility is to reinvent the media business, to assure that it can continue to sustain the quality journalism that is so vital. To do that, we must listen to the market and understand the message of change. But then we must combine that message with what we know inside ourselves to be the value of what we know how to do. From that synthesis of tradition and change will come a new future for journalism.

### A Final Word

Elbert Hubbard had another observation that seems relevant to this discussion. That was his definition of a failure. A failure, Hubbard explained, is a man who has blundered, but is not able to cash in on the experience.

**Michael Oreskes** can be reached at [moreskes@iht.com](mailto:moreskes@iht.com).

“Gallup poll survey data shows that interest in newspapers and magazines actually goes up among Internet users when they are seeking analysis and context.”

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D A T A B A N K

## ranking of the world's top media owners

- The top 30 global media owners generate a total of US\$215 billion in media revenue
- Top-ranked Time Warner generates US\$30 billion, 13% of the total
- The U.S. has by far the most media owners in the ranking, followed by — in descending order — Japan, France and the U.K., Germany, Italy and Mexico
- Two new-media companies — Google and Yahoo — make the top 30



*ZenithOptimedia publishes its unique ranking of the world's biggest media owners, which is based on their revenues from activities that support advertising. Some companies on the list are entirely media-focused; others are corporate giants for which media forms only a small part of their overall turnover. Non-media revenues are stripped out to provide a true measure of each company's size and power in the media market. The ranking is based on revenues for 2005, or the nearest equivalent for companies whose financial years are different from calendar years. Some companies' media revenues are therefore from the financial years ending in March 2006 or June 2006.*

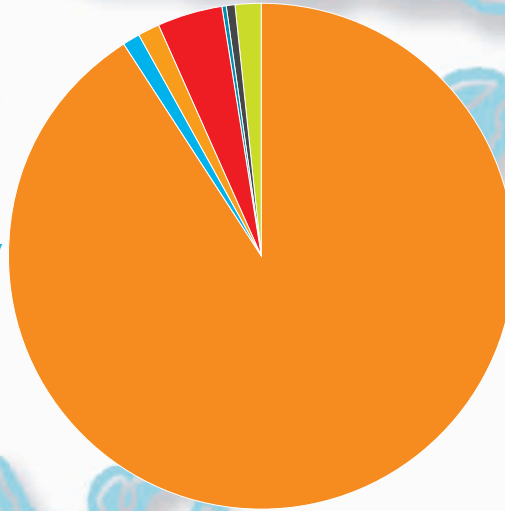
### Time Warner Heads the List

Time Warner is by some distance the largest media owner in the world, with US\$30 billion in media revenue. News Corp, the second-largest, generated just over half that — US\$17 billion.

The five top media owners are all based in the US. Each has at least a half share in a U.S. television network, but their other holdings vary in nature and international extent. In all, 16 of the top 30 media owners are from the U.S. The other countries with media owners in the top 30 are Japan (with four representatives), France and the U.K. (with three each), Germany (two) and Italy and Mexico (one each).

Two new-media companies are in the top 30: Google, at 13th, and Yahoo!, at 15th.

## Top media owners by country



## Top 30 global media owners

M E D I A R E V E N U E

RANKING	MEDIA OWNER	COUNTRY	US\$ MILLION
1	TIME WARNER	USA	29,834
2	NEWS CORPORATION	USA	16,726
3	GENERAL ELECTRIC	USA	14,689
4	CBS CORPORATION	USA	13,389
5	WALT DISNEY COMPANY	USA	13,207
6	THE DIRECTV GROUP	USA	12,958
7	BERTELSMANN	Germany	9,622
8	COX ENTERPRISES	USA	9,452
9	ADVANCE PUBLICATIONS*	USA	7,536
10	GANNETT	USA	7,162
11	BSKYB	UK	6,772
12	CLEAR CHANNEL COMMUNICATIONS	USA	6,078
13	GOOGLE	USA	6,065
14	TRIBUNE COMPANY	USA	5,339
15	YAHOO!	USA	5,258
16	VIVENDI	France	4,294
17	MEDIASET	Italy	4,279
18	YOMIURI SHIMBUN HOLDINGS*	Japan	4,189
19	VIACOM	USA	3,963
20	FUJI TELEVISION GROUP	Japan	3,522
21	ASAHI SHIMBUN COMPANY*	Japan	3,401
22	TF1	France	3,358
23	TV PLC	UK	3,346
24	HEARST CORPORATION*	USA	3,276
25	NEW YORK TIMES COMPANY	USA	3,152
26	LAGARDÈRE	France	3,090
27	DMGT	UK	3,078
28	GRUPO TELEVISÀ	Mexico	2,746
29	AXEL SPRINGER	Germany	2,693
30	NTV	Japan	2,522

\*Estimated.

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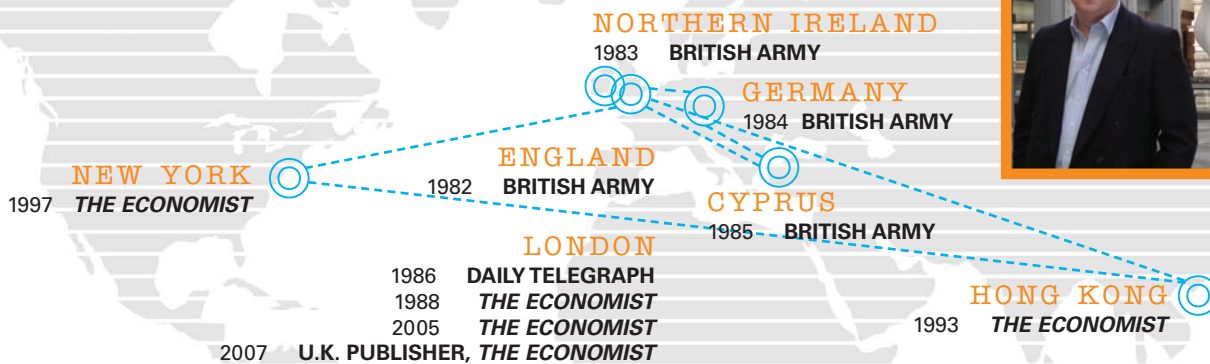
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PEOPLE AND PLACES



OLLY COMYN

CAREER TRACK



Ollie Comyn, in his new position of U.K. publisher of *The Economist*, tells inter national ist, "For me, this role takes me from working directly with 300 customers [our advertisers] to 200,000 customers [our U.K. readers]." He is pictured in front of Matt Franks' art installation at the Economist Plaza. Called "Foocom!!! 2007" and created in comic-book style to depict a brainstorm, it certainly has Ollie thinking about his new role.

CONTACT: [ollycomyn@economist.com](mailto:ollycomyn@economist.com).



IAA LUNCHEON – LONDON

*"Viva la difference" is the Publicis slogan, and Chairman Maurice Lévy ensures that France's leading ad agency conglomerate lives up to that motto. Not only has Publicis bought more than 100 companies since the mid-1990s, but Lévy has been quoted in London's Independent newspaper as saying, "We need global reach. We need to be in the top tier to be in the game. But the biggest? No. Just the best." On January 19, the U.K. Chapter of the IAA hosted a luncheon program with an interview of Lévy by CNN journalist Becky Andersen. The Publicis chairman proved that he can be both charming and provocative in English as well as in French. (All photo identifications from left.)*

- 1 Maurice Lévy, Publicis.
- 2 Rod Banner, Banner Corp. and Dominic Lyle, EACA.
- 3 Jonathan Oliver, The Economist and Paola Hellel, Time.
- 4 Simon Whitehead, Jodie Sinyor and John Pentin — all Newsweek.
- 5 Jonathan Foster-Kenny, Business Week; Mike Jarvis, Banner Corp.; Steve Jones, VNU Global Media.
- 6 Max Raven, CNN ; Greg Grimmer, Zed Media.
- 7 Wayne Philbert, Mediacom.
- 8 Jodie Sinyor and John Pentin, both Newsweek.
- 9 Michael Toedman, Business Week and Angus Grieve, IAA-UK.
- 10 Nadine Howarth, National Geographic; Charlotte Moore, Fortune.
- 11 Guy Abbott and Ramsey Frazier, both CNN.
- 12 Marie Friel, Dow Jones; Will Nicholson, EuroNews.



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PEOPLE AND PLACES



**BMA — NY OFFERS A GLIMPSE INTO THE FUTURE**  
 On February 6, the New York Chapter of the Business Marketing Association gathered over breakfast at the Yale Club to discuss this year's anticipated business-to-business marketing trends. Speakers included Geoff Ramsey of eMarketers, Steve Weitzner of CMP Technology and Deirdre Bigley of IBM. (All photo identifications from left.)

- 1 Ray Warhola, Janice Janendo and John Yatkaukas, all Investors Business Daily.
- 2 Alix Raine, CMP Technology and Barrie Rubinstein, Stein Regan + Partners.
- 3 Deirdre Bigley, IBM; Bob Felsenthal, B2B and Steve Weitzner, CMP Technology.
- 4 Glenn Schultz, BPA; Karina Clausen, Synnecta, Inc.; Peter Black, BPA.



**IAA BREAKFAST—MIAMI**  
 On January 23, the Florida chapter of the International Advertising Association gathered for a breakfast meeting to hear Mike Zellner, publisher of Latin Trade, give the magazine's annual Latin American Outlook Presentation. (All photo identifications from left.)

- 1 Jose Chao, Wave; Alex Fernandez Jr., Creative Mindworks.
- 2 Eliana Nobile, China Trade; Ligia Santos, Edelman Miami & Latin America.
- 3 Guadalupe Benitez, Televisa Estudios; Manuel Reyes, consultant.
- 4 Muriel Sommers, China Trade; Edgardo Tettamanti, American Express Cards.
- 5 Mercedes Martha Ponce and Ana P. Cruet, both with Florida International University.
- 6 Mike Zellner, publisher, Latin Trade; Alan Campbell, Communications, Investments & Management, Inc.

PEOPLE AND PLACES



FCS LUNCHEON WITH GOLDMAN'S DAVID MAY  
*The Financial Communications Society held a festive December luncheon at the historic New York Yacht Club. Guest speaker, David May, head of global marketing at Goldman Sachs, discussed the company's philanthropic causes, including their recent Award for Corporate Excellence for the endowment of 680,000 acres of wilderness in the Tierra del Fuego to the Wildlife Conservation Society for a Chilean national preserve. (All photo identifications from left.)*

- 1 David May, Goldman Sachs.
- 2 Russ Harden, Bloomberg; Rebecca Rogers and Rebecca Stalman, both of Lehman Brothers.
- 3 Joseph Giarraputo, Global Finance; Steven Schwarzkopf, The Wall Street Journal and John Johanns, JP Morgan Chase.
- 4 Tony Franklin and Bill Hostetter, both of Newspapers First.
- 5 Amanda Rubin, Goldman Sachs and Jessica Sibley, The Wall Street Journal.



SILAS LEWIS-MEILUS

CAREER TRACK



Silas' new role is business director for American Express EMEA's regional and global business. This includes strategy development and local market planning. He is new to London, and is looking forward to exploring most of the pubs within a one-mile radius of his new office—after hours, of course.

CONTACT: silas.lewis-meilus@mindshareworld.com.

**Q** Where can you easily learn more about the strategies of the world's multinational advertisers—whether they're in New York, Tokyo, London or São Paulo?

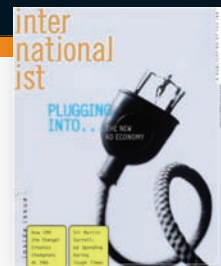
**A** *inter national ist*

**Q** What magazine is dedicated solely to the business needs and challenges of international marketing professionals?

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HUB

*Hello Hub (and good-bye Fortune). Stan Stalnaker, former marketing director of Fortune, has left to run his own company, called Hub Culture. Andy Bush, also of Fortune, hosted a party at Zero, a new London bar that is a converted public restroom. We at inter national ist are particularly proud of Stan, as he has been contributing our Hub Culture page since the magazine began. (All photo identifications from left.)*

- 1 The very "hub-like" venue, Zero Aldwych.
- 2 Andy Bush, Fortune; Marina Kissam, Time; Stan Stalnaker, Hub Culture.
- 3 Andrew Maag, Burberry.
- 4 Karim Palmieri, Naomi Williams and Richard Evans, all of Time and Fortune.
- 5 Steve Middleton, National Geographic; Deborah Malone, inter national ist.
- 6 Luca Rossi, Time with Lloyd Emeka, Mindshare.



MIAMI CONNECTIONS

*On January 31 in Miami, World City Media held a monthly "Connections" event that explored the Global Economic Outlook for 2007. Panelists discussed "A business and economic risk assessment via 12 questions your company needs to address to succeed." (All photo identifications from left.)*

- 1 Jerry Haar, Florida International University; Christopher Sabatini, Council of the Americas, John Price, InfoAmericas and Ian McClusky, World City.
- 2 Marcelo Salup, GrupoUno; Ken Roberts and Claudio Mendonca, both of World City.
- 3 Edgar Asebey, Fuerst Humphrey Ittleman and Joaquin Azpilicueta, Medtronic.
- 4 Pablo Iragorri, Kroll and Christine Humphrey, Fuerst Humphrey Ittleman





AL JAZEERA AT THE DORCHESTER

On February 27, The Al Jazeera Networks, comprised of the Arabic-language news and sports channels and the recently-launched English-language news channel, brought its worldwide media tour to London's Dorchester Hotel to better familiarize the international ad buying community with its new programming lineup. (All photo identifications from left.)



- 1 Abudulla Al Najjar, Al Jazeera Network and David Oliver.
- 2 Christian Cecchi and Paul Phillips, both Banner Corp. and Sarah DuHeaume, Just Media.
- 3 David Rosenbaum, ZenithOptimedia Paris and Stephanie Chalençon, Affinity Media.
- 4 Nigel Parsons, Al Jazeera English Language Channel.
- 5 Khamis Al Muqla, Gulf Marcom Group.
- 6 Saad Hilal Al Muhannadi, Qatar Media Services.
- 7 Mac Stephenson, Mediacom Europe and Colin Smith, Oliver Smith & Partners.
- 8 Jeff Upward, Total Media and Phillip Hayes, BBVS.

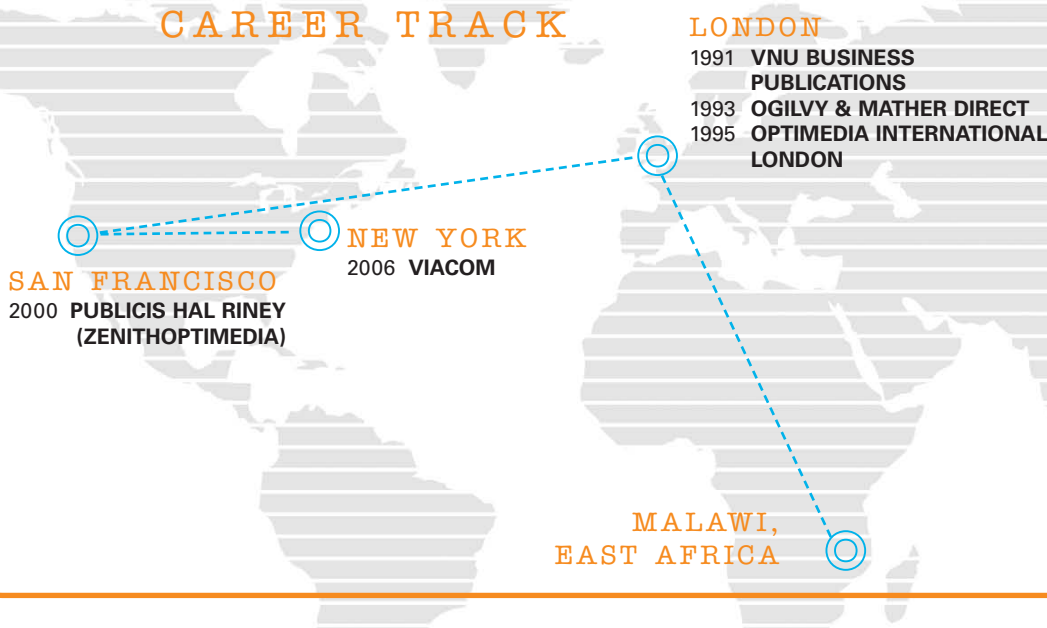


IAA MEETS WITH EU CONSUMER PROTECTION COMMISSIONER

The European Union Commissioner for Consumer Protection, Maglena Kuneva, is pictured here between Joseph Ghossoub, IAA Chairman & World President (left) and Michael Lee, IAA Executive Director (right). The IAA, with EASA (The European Advertising Standards Alliances) hosted a meeting with the EU Commissioner to discuss issues of advertising self-regulation. According to Kuneva, "self regulation has an important role to play in a modern and efficient regulatory framework [which the EU recognizes] as part of its Better Regulation Policy."

MARK JONES

CAREER TRACK



Mark Jones was named a 2006 Innovator of the Year by this magazine, and we hope that may have played a small role in his new position at Viacom. Not only is he experiencing the big U.S. cultural change from West Coast to East Coast, but he finds the shift from the agency side of the desk to media owner side "dramatic."

CONTACT: [mark.jones@viacom.com](mailto:mark.jones@viacom.com)



# viva la revolución in valencia!

## The America's Cup will turn this up-and-coming Spanish city into a social hotspot

What happens when you inject the final championships of the world's most expensive and glamorous sport into a sleepy provincial town with bad 1970s architecture and a taste for paella? Well, no one quite knows, but the answer will soon be revealed in Valencia, the Spanish host city of the 32nd America's Cup. Years of planning and a bit of Swiss coordination have prepared Valencia for its moment in the spotlight, and soon more than 1 million enthusiasts are expected to trundle along the city's fabled passageways, examining local festivals and street acts after they realize it is not very easy to watch an ocean yacht race from shore.

### Arrivals

Let's get started. Flights into and out of Valencia during the spring are crowded to the point of being unavailable, but the airport is adequate and modern to the point of being impressive. If tickets are too dear for the weekends of competition, try flying into Barcelona instead. A three-hour train ride from Barcelona Sants (the main station) will drop you in the center of Valencia, and given the flight availability, may be the perfect ticket.

Valencia is famous for its lovely oranges, and it is underrated for a city nestled so closely to the Mediterranean, but much of it still feels like it was built in 1972 during a Socialist Party architecture competition: bland blocks on arrow-straight boulevards sap the soul of the city. In 1957 much of the Valencia flooded from a river that runs through the center, so the locals diverted it and turned the riverbed into a greenbelt and park, which saves the city from this otherwise soulless form of architecture. And since it is Spain's third largest metropolis, much attention has been paid to making it more appealing, so Valencia features a robust arts program and an improving vibe that will surely be enough to kick off a great America's Cup this spring.

The centerpiece of Valencia's art angle is the Ciudad de las Artes y Las Ciencias (The City of Arts and Sciences), Europe's largest cultural and leisure complex designed by the famed architect Santiago Calatrava, who hails from Valencia. The venue includes lots of -iums — aquarium, planetarium and laserium to name a few — but is really just amazing to look at, the architectural gem of the city. The new Port area built for the America's Cup is also fantastic, modern, breezy and very chic.

### Where to Stay

Locals like to say that anyone with four walls has put up a hotel sign in Valencia as everyone prepared for the impending Cup. This would not be untrue, but several options stand out. The unforgettable **Hotel Las Arenas Baleario Resort** is situated on the beach and features gorgeous event facilities, a huge pool and brand new, big rooms. It's a knockout, and so popular that it's sold out through most of the Cup period. You can always try **Sandra**

**Molina** for open rooms on key days, but it might be better to just book a massage and forget about trying for room before June.

The **Barcelo Hotel** is well situated between the old city and the Port, home to the Cup activities, and seems to be a favorite for sailors and corporates. Plenty of rooms in this large hotel mean that it will do well, and its location is pretty unbeatable. In town, try the **Ad-Hoc Monumental** — it's the coolest boutique in town and situated in the more quaint and stylish old city. Other solid bets are the **NH Hotels**, a local Spanish chain with average locations but good capacity, and the **Neptune**, also located on the beach and within stumbling distance of the Port.

### Activities

The America's Cup runs in two stages: *The Louis Vuitton Cup Series* eliminates the majority of the boats and runs through the second weekend in June, when the final two contenders will square up for the *America's Cup Match*, which will conclude the first weekend in July. Much of the action is earlier, because it is more fun to see a dozen boats in competition than just two, but the majority of the spectators will arrive for the Cup finals. Valencia tourism officials maintain that any time between March and July will be a great time to be in Valencia, because they are planning a range of projects and activities to keep you entertained when you're not on a yacht. A good secret tip? Try to get out on the water during training days or off days — this is when many of the boats are out, not just a few for competition, so you are more likely to capture a grander sense of the sport.

For the Cup, yacht charters are a must, and while packages from ACM, the official organizers of the event, are amazing, at up to \$60,000 you may find it a bit out of your price range. Public spectator boats will be available to take individuals or small groups out for race viewings, and at quite reasonable rates. For private charters, two recommended companies are **Mundo Marino** and **Boramar**, both of which can arrange a private boat, lunch and other activities to create a more intimate atmosphere.

### Evening Entertainment

There are two places worth noting for spring activities: The port area will be humming with people, music and activities throughout the America's Cup competition, and the adjacent beach area will be a hotspot. A place to be will be the **Omega lounge** at the **Hotel Neptune**, as will, of course, a **Hub Culture America's Cup Pavilion** next door at the **Beach Salons**. Both are situated right on the beach. Next to the Port is the giant open-air nightclub **Dockas**, which features beds, palm trees and giant lounge areas. The club can really pack them in, hosting up to 5,000 people on a big night during the summer. It will definitely be rocking, and entry is not too difficult.

For dinner, we do not recommend paella, as it's only eaten for lunch. Valencia is the paella capital of the world, so don't insult the locals by trying to order it in the evening. A couple of good locations include Chocomeli and Azalea. **Bamboo** is fantastic and conveniently the hottest restaurant in the city. The owners are so popular that they have opened **Bamboo Mar**, which is located in the Cup pavilion and is all white with mirrors and nautical breeze inspirations. Both are worth a visit.

When Auckland hosted the America's Cup in 2002, it helped put the city on the map as a global destination, into the top tier of hubs around the world. Valencia is hoping the same for this year's Cup, and has gone the extra mile to spruce up in anticipation of your arrival. Sure it has a cute city center, and the Cup itself will be reason enough to visit. New architecture, new facilities and a friendly spirit help to make up for a few years of bad planning. But go now, while everyone else does, as the appeal will be harder to justify when the boats have gone. Did the Cup spark a revolution in Valencia, turning it into a global city? Maybe not, but the paella is to die for, and the city is on its way.

**Stan Stalaker** is the founder and creative director of Hub Culture Ltd., a movement with a suite of activities focused on content development, private social networks and global experiences. He can be contacted at stan.stalaker@hubculture.com.

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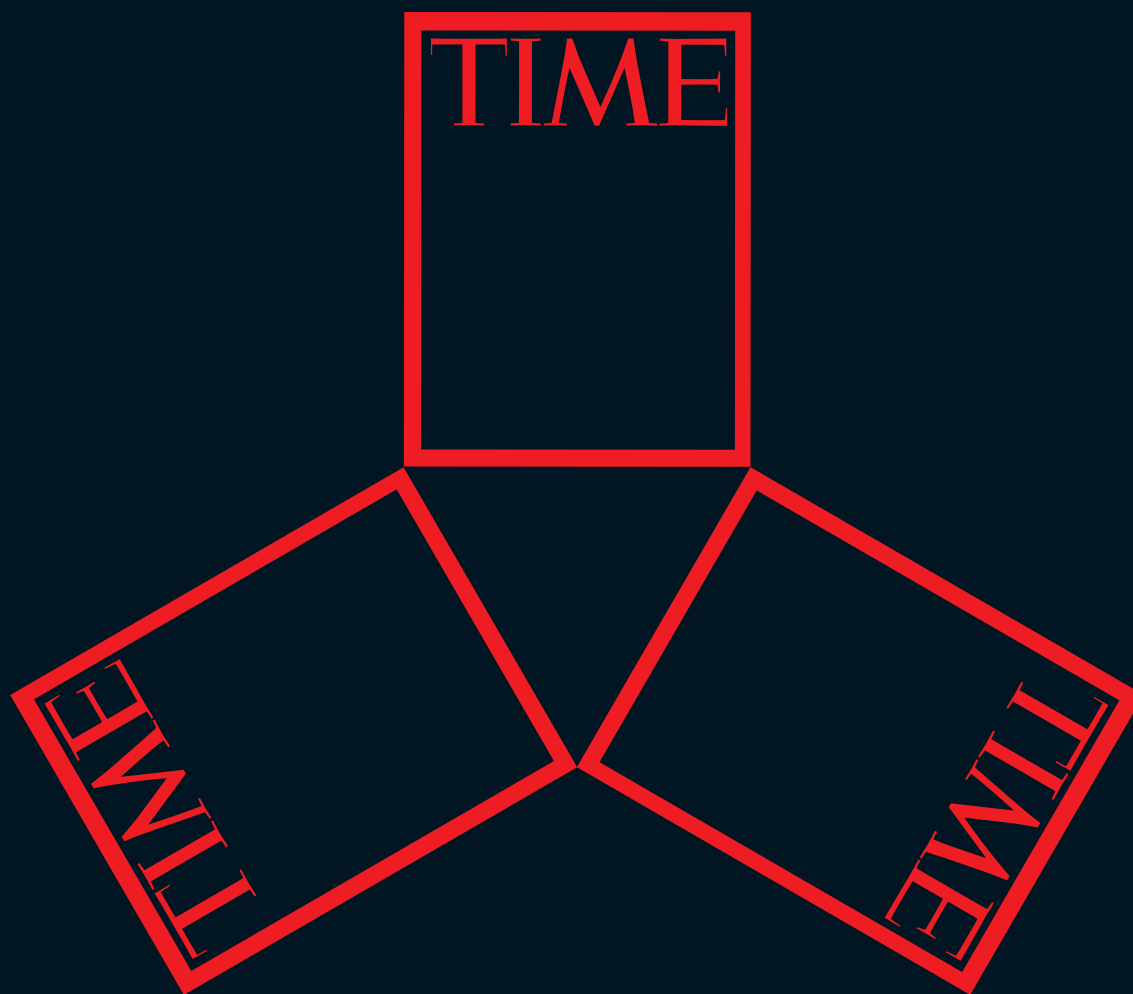
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