

# inter national ist

2007  
summer

## Innovation Unlimited

Saluting internationalist's 2007 Agency Innovators



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- I6** | Cover Story: Innovation Unlimited  
Saluting inter national ist's 2007 Agency Innovators. Two dozen "stars" discuss the thinking behind their breakthrough work and reveal some interesting personal surprises. Plus: updates on some of the 2006 Agency Innovators
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summer issue

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## INNOVATION AND INCREASES



Innovation is a word that is particularly apt for our industry at this time, and this issue of *Internationalist* highlights countless innovative ideas and the people who are championing them. Our 2007 Agency Innovators, selected from your nominations, describe many aspects of breakthrough thinking occurring now in the world of advertising. It is amazing how two dozen individuals in the same industry sector can have so many different approaches to today's marketing challenges.

A number of stories point to the role of innovation today. Mats Rönner discusses his new role at Electrolux as the Swedish appliance-maker takes a leap forward in its marketing strategies. Jeff Upward talks about creative shifts occurring now. And our first survey of independent media representatives demonstrates how today's innovative concepts will affect how this sector faces its future development.

This issue of *Internationalist* also appears at

a fortunate time, as ad spend forecasts are particularly rosy. According to ZenithOptimedia, we are looking ahead to a leap year of prosperity in 2008 — even if North American ad growth has been adjusted down by two-tenths of a percent for 2007 versus 2006 increases.

We'll experience the Olympic Games in China, UEFA's Euro 2008 Football Championship in Austria and Switzerland, and the Presidential Election in the U.S. in 2008. ZenithOptimedia predicts that these three events will add US\$9 billion in additional advertising expenditure around the globe. Interestingly, China's benefit from US\$1 billion in local ad revenue associated with the Olympic Games will result in it replacing Italy as the No. 5 ad market in the world in 2008.

Western Europe is projected to increase ad spend significantly, due in large measure to renewed strength in Germany and the U.K. Central and Eastern Europe and the Arab world continue to show double-digit growth rates, and countries in those regions boast all 10 of the 10 fastest-growing individual markets. Latin America still shows steady growth.

It is not often that an industry sees innovation and spending increases at the same time. No doubt there are dynamic times ahead.

Deborah Malone, *publisher*

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# performance (p<sup>ə</sup>-fôr`m<sup>ə</sup>ns) *n.*

- <sup>1.</sup> The ability to perform.
- <sup>2.</sup> The fulfillment of a claim, promise, or request.
- <sup>3.</sup> The manner of reacting to stimuli.
- <sup>4.</sup> The execution of an action: an accomplishment.

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## Takeout's Reverse Trip

In a move contrary to the rush of Western brands to China, a Chinese food brand is being introduced to the U.S., but with a twist. It's a brand famous for dumplings, but the four meal offerings contain no dumplings. The meals come in cartons reminiscent of those used for Chinese takeout, but you have to buy them in the supermarket. Plus you have to do the cooking. And buy the chicken separately.

Confused? It all depends on how you look at it. General Mills is betting that when consumers see the new Wanchai Ferry™ Chinese Dinner Kits on store shelves this summer, they'll snap them right up. Wanchai Ferry is a legendary company founded in Hong Kong by Madame Kin Wo Chong, who began selling her homemade dumplings along the city's busy Wanchai Ferry pier 30 years ago. The brand is already sold widely throughout Asia and France. The four kits — Sweet & Sour Chicken, Spicy Garlic Chicken, Kung Pao Chicken and Cashew Chicken — come with Jasmine rice, sauce, seasonings and a specialty ingredient. Just add chicken.

"Numerous products offer turnkey Italian and Mexican meals, but this is the first time that a dinner kit makes high-quality Chinese cuisine convenient for home cooks," says Bruce von Stein, marketing director for Wanchai Ferry. Although Chinese food is the most frequently eaten ethnic cuisine in restaurants, it is prepared at home much less often than other ethnic foods such as Mexican or Italian. The Wanchai Ferry kits "address some of the barriers for home cooks — lack of know-how and ease of preparation, ingredient availability and existing product quality," says von Stein.

But don't wait for the doorbell to ring.

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

## Thin is In

If your T-shirt broadcasts the World Cup, will people follow you down the street to watch? Or if your whole wall plays music videos, will your friends visit more often?

Questions like that may have an answer some day. Sony has introduced a razor-thin display that bends like paper while showing full-color video. So far the screen, which is 0.01 inches (0.3mm) thick, has only been shown in a 2.5-inch display (*photo*), but larger applications are possible as the technology is developed.

"In the future, it could get wrapped around a lamppost or a person's wrist, even worn as clothing," says Sony spokesman Chisato Kitsukawa. "Perhaps it can be put up like wallpaper."

One question that needs no answer: Can advertising be far behind?

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



## The Message Goes 'Round and 'Round

Waiting for your luggage is no fun, but there's something new in the baggage claim area at Beijing Capital International Airport that makes it worth the wait after a long flight. Almost.

As marketers keep finding new ways to reach air travelers while they're a captive audience (we wrote about ads on tray tables in the last issue), one company has come up with something different — ads on the baggage carousels. You know the drill: You look at it while it's empty, hoping that it will start moving. You look at it while it's moving, hoping to see your checked luggage. If your bag is one of the last off the plane, you'll be looking for a long time. Gotcha!

Ken Fox, co-founder of Simatai Marketing Group in Charleston, S.C., was in Beijing on business and was struck by both the bright colors of the ads and the opportunity for advertisers. Simatai is now a joint venture partner of the original developer and has exclusive representation rights for prospective advertisers in North America, South America and Europe. Current clients include Air New Zealand, the Tourist Bureau of Greece, the Tourist Bureau of Singapore, Tetra Pak, UPS and several Chinese companies. Beijing Capital is still the only airport available, but Simatai's venture partner plans to expand to airports in other Chinese cities.

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



BY ROBERT S. BENCHLEY



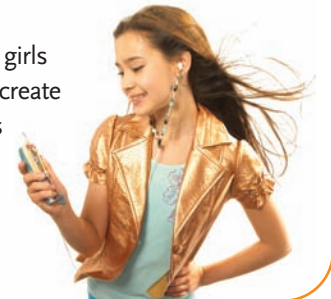
## Barbie Goes Cyber

U.S. toymaker Mattel is unveiling Barbie Girls, a brand based on a Web site, BarbieGirls.com, that will allow children to create virtual characters, design their room and try on clothes at a cyber mall. This summer, Mattel will introduce a Barbie-inspired handheld MP3 music device (*photos*) to interact with the Web site and unlock additional content.

The move comes as Barbie faces increasing competition from other doll lines. The brand is being introduced in the U.S. first, with 12 more countries being added in autumn. Girls 7 to 12 are the target audience, as they are for the existing Barbie.com Web site, but BarbieGirls.com will be a more interactive experience, says Chuck Scothon, general manager and senior vice president of Mattel's brands. He notes that Mattel has created the first global online virtual world exclusively for girls.

"The Barbie Girls™ experience is like no other because girls are in control at every level," says Scothon. "We set out to create a platform that is truly revolutionary to transform how girls interact with music, fashion and the online world."

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



41<sup>st</sup> IAA WORLD CONGRESS  
WASHINGTON DC  
APRIL 7<sup>th</sup>-9<sup>th</sup> 2008

WHAT'S  
COMING  
NEXT?

## IAA Readies European, World Meetings

Deborah Malone, publisher of *inter national ist*, joins a stellar lineup of marketing and communications experts as a speaker at the International Advertising Assn.'s European Summit, September 26-28, at the Parliament Palace in Bucharest, Romania. "Europe. Continuous Change." is the theme of the Summit, which will focus on three topics: Legislation and Self-Regulation, Communications Planning and Research, and Corporate Social Responsibility. Approximately 1,000 people are expected to attend.

IAA is also gearing up for its 41st annual World Congress, set for April 7-9, 2008 in Washington, D.C. "What's Coming Next?" will be the theme. Speakers will offer insights about the trends and issues affecting the future of global advertising. A Technology/Digital Pavilion will preview the latest developments for the 1,200 delegates from around the world.

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

## Suds That Sell

After more than 20 years without major international marketing support, Imperial Leather soap is launching a global campaign with a whimsical 30-second TV spot. Perhaps to better get its pan-regional message across, the luxury household brand, based in Cheshire, England, is running a campaign created by McCann Erickson Jakarta.

Imperial Leather advertised itself in Rolls Royce style at the top end of the luxury goods market in the 1970s and 1980s. The new campaign, which launched first in Asia Pacific in May, takes an up-to-date look at the global "family." The production technique depicts a bar of Imperial Leather soap being passed — generally tossed — from person to person, with actors representing various social, age and racial backgrounds to reflect the global audience for the brand.

"Consumer insights told us that in today's fast-paced lifestyle, luxury is no longer defined as merely materialistic," says Jose Antonio Prats, regional marketing director — Asia for Imperial Leather parent company PZ Cussons. "Luxury now takes on different dimensions, including spending time with family and friends, and having time for oneself. It is during these moments when one can enjoy life's little luxuries."

Just don't use all the hot water.

INFO: [www.imperialleather.co.uk](http://www.imperialleather.co.uk) and [www.mccann.com](http://www.mccann.com)



## What's In a Name?

Does a company's reputation with consumers affect its value as a brand? Logic would say yes, but two recent survey reports find a near-total disconnect in the top rankings.

Take the RepTrak™ 200, a ranking of corporate reputations released by the New York City-based Reputation Institute. The Institute conducted online interviews with more than 60,000 consumers in 29 countries to measure the corporate reputations of 600 of the world's largest companies. Companies were rated by consumers in their home country.

The winner? Denmark's Lego, the maker of colorful plastic toy bricks. Lego, which was in danger of liquidation in 2004 due to poor financial performance, has completely turned itself around through a variety of strategic initiatives that included ... are you ready? ... listening to consumers. Maybe that's why consumers in Denmark gave it such high marks. Close behind was Sweden's IKEA.

"IKEA and Lego are ... seen as national icons," says Charles Bombrun, CEO of the Reputation Institute. "They have earned their trust, respect and admiration from behaving in ways that are relevant to their key stakeholders, and that's why they're rated tops by the public."

Now check out the second annual BRANDZ™ 100, which ranks brands based on their dollar value. The ranking is produced by Millward Brown Optimor, also in New York City, the finance and ROI arm of market research and consulting firm Millward Brown, in cooperation with the London-based *Financial Times*. Who's on top of this ranking? Google, which ranked No. 7 last year.

Notable trends that affected the ranking include the rise of consumerism in developing countries, converging technologies, delivering on corporate social responsibility and the reaction by fast food brands to health-conscious consumers.

"Winning brands leverage major market trends effectively to create business value," says Joanna Seddon, global CEO of Millward Brown Optimor. "Strong brands are capable of extending into areas of opportunity to access new revenue streams and to help businesses respond to market changes."

Doesn't that sound like what Lego did? Yet Lego appears nowhere in the 100 companies on the BRANDZ 100 ranking. Nor does Google appear anywhere on the RepTrak 200. In fact, the only company to appear in the top tier of both rankings is Japan's Toyota. Moreover, although the BRANDZ 100 list was dominated by U.S. companies, you had to drop down to No. 15 — Kraft Foods — to find a U.S. company on the RepTrak 200 list. It just depends on what you measure and whom you ask.

INFO: [www.reputationinstitute.com](http://www.reputationinstitute.com) and [www.brandz.com](http://www.brandz.com)

REPTRAK™ 200		BRANDZ™ 100
Reputation	Rank	Brand Value
Lego <i>Denmark</i>	1	Google <i>U.S.A.</i>
IKEA <i>Sweden</i>	2	GE <i>U.S.A.</i>
Barilla <i>Italy</i>	3	Microsoft <i>U.S.A.</i>
Mercadona <i>Spain</i>	4	Coca-Cola <i>U.S.A.</i>
AP Møller-Mærsk <i>Denmark</i>	5	China Mobile <i>China</i>
Toyota <i>Japan</i>	6	Marlboro <i>U.S.A.</i>
Ferrero <i>Italy</i>	7	Wal-Mart <i>U.S.A.</i>
Petrobras <i>Brazil</i>	8	Citi <i>U.S.A.</i>
Sberbank of Russia <i>Russia</i>	9	IBM <i>U.S.A.</i>
Rockwool <i>Denmark</i>	10	Toyota <i>Japan</i>
Michelin <i>France</i>	11	McDonald's <i>U.S.A.</i>
Danfoss <i>Denmark</i>	12	Nokia <i>Finland</i>
Swatch Group <i>Switzerland</i>	13	Bank of America <i>U.S.A.</i>
Magnitogorsk Iron and Steel Works <i>Russia</i>	14	BMW <i>Germany</i>
Kraft Foods <i>U.S.A.</i>	15	HP <i>U.S.A.</i>

And the Winner Is...





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|-------------------------------|--------------------------|-----------------------------|------------------------------|--------------------------------|-------------------------------|-------------------------------|----------------------------|------------------------------------|---------------------------|---------------------------------|

## Exploring Internet Integration



Sappi, based in Johannesburg, the leading supplier of coated fine papers in North America, Europe and Africa, has published *Internet Integration in the Media Mix*, the third in a series of books targeting specific media sectors to increase understanding of the role print plays in integrated communications. The new publication is part of Sappi's "Life with Print" program, aimed at providing sales, marketing and communications professionals with factual information about the value of using print in combination with other media.

Anne Crocq, senior business leader at MasterCard Europe, says in the publication that, "With the arrival of the Internet, print's role has been reinforced because of its 'credibility' and 'reliability' in providing information. One of the main powers of print advertising is that the right message in the right context automatically gains incremental strength in its power to seduce and convince."

The publication documents recent award-winning multichannel advertising campaigns for Microsoft, EuroStar, Timberland and Napster that demonstrate how the right media combination and sequence add to the effectiveness of an entire campaign.

INFO: [www.sappi.com/LifeWithPrint](http://www.sappi.com/LifeWithPrint)



## Singapore Hosts Effie Festival

The Effie Organisation and the Institute of Advertising Singapore will present the first Asia Pacific Effie Awards, which recognize effective marketing communications

The Asia Pacific Effie Awards are designed to honor the best of Asia's local and national campaigns and will be open to winner of national Effie Awards from China, Hong Kong, India, New Zealand and Singapore. Participating countries that do not have national Effie Awards include Australia, Bangladesh, Bhutan, Cambodia, Indonesia, Japan, Korea, Laos, Malaysia, Myanmar, Nepal, Sri Lanka, Pakistan, Philippines, Thailand, Taiwan and Vietnam. Also included are four countries from the Middle East — East Bahrain, Kuwait, Saudi Arabia and the United Arab Emirates.

INFO: [www.ias.org.sg](http://www.ias.org.sg)

## Out-of-Home Enters Another Dimension

In the futuristic action thriller *Minority Report*, Tom Cruise's character enters the main concourse at a mall to have his retina scanned, prompting a three-dimensional holographic advertisement that speaks to him directly, referencing a recent purchase he had made. In-store advertising has not reached that level of technological sophistication yet, but a recent collaboration between on-premise media developer YCD, headquartered in Kibbutz Shefayim, Israel, and technology giant Philips may be taking the first step.

The two companies recently demonstrated how YCD's MuVi (integrated music and video) platform, when combined with Philips' 3D screens, allows viewers to experience out-of-screen 3D effects without the need for special 3D glasses. The technology has a wide viewing zone that permits several people to experience the 3D effect at the same time.

"3D is the new exciting marketing tool for retailers to attract consumers' attention in media-rich environments such as shopping malls," says Jos Swillens, CEO of Philips 3D Solutions. The technology integration "offers retailers a simple and easy-to-use way to manage their 3D content in their large networked display infrastructure."

INFO: [www.ycd.net](http://www.ycd.net) and [www.philips.com/3dsolutions](http://www.philips.com/3dsolutions)



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# 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)

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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 International Medienhilfe (1,000 respondents: executives, politicians, university lecturers, journalists and advertising professionals in 50 countries)

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



# 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)

**“One Country, Two Systems.”** Some said it wouldn't work.” Or so says the current Hong Kong Trade Development ad copy commemorating the 10th anniversary of the city becoming a Special Administrative Region of the People's Republic of China.

Many of us recall the marketing and media vitality of Hong Kong “pre-handover,” as well as landing at Kai Tak in Victoria Harbor long before the new Chek Lap Kok airport, boozy nights in Joe Bananas during typhoons, running into ex-pat friends in Lan Kwai Fong or at the FCC, and costume contests at the Publishers' Ball (with a long winning-streak by the IHT).

This issue's Globetrotters section highlights some of the people in our industry who continue to live and work in “Fragrant Harbor” — transitioning from a city that was part of Britain to one that has now been part of China for a decade. According to the current anniversary ad tagline, “Hong Kong has good reason to celebrate.” These internationalists couldn't agree more. Or to sum it up in the words of 17-year resident Ian Thubron of TBWA, **“Hong Kong rocks!”**



**Randy Weddle, Managing Director Asia Pacific, International Herald Tribune**  
CONTACT: [rweddle@iht.com](mailto:rweddle@iht.com)

“The business energy is as strong as ever! On the regional media scene, the big ad sectors remain finance and travel. The new sector is luxury goods; every major luxury house is present in Hong Kong, realizing sizeable sales.

Hong Kong continues to evolve. More Mainland Chinese have access now, and that is bringing a new dimension to the city, as immigration does everywhere. We see new thinking, new money and new culture.”

**Jack Maisano, President, American Chamber of Commerce in Hong Kong**

CONTACT: [jmaisano@amcham.org.hk](mailto:jmaisano@amcham.org.hk)

“Hong Kong has an uncanny way of reinventing itself and staying vibrant. It's small enough to stay connected with everything that is happening here, but large enough to always present a new face and offer new challenges. It's one of the world's true 21st-century cities and an extremely efficient place to work and conduct business.

“Hong Kong media, especially the international media based here, is still largely excluded from the Mainland, due to their censorship laws. But Mainland Chinese media moves freely through Hong Kong. In that sense, Hong Kong remains the key regional media center and a hub for information about China, but it is not the center for media within China.”



**Barrie Goodridge, CEO, Asia, Edipresse Asia**  
CONTACT: [bgood@edipresseasia.com](mailto:bgood@edipresseasia.com)

“Hong Kong is really the New York of the East. A melting pot and a hub. Our Hong Kong staff hail from more than 20 different countries. There are only two kinds of people in Hong Kong — those who love it and those who hate it. There are no middling feelings about life here. And it's always an instant reaction from the minute you arrive. I loved this city since I first stepped off the plane at Kai Tak when the smell and humidity and the crowds hit me. I knew then I would never leave.”



**Michael Hobson, Chief Marketing Officer, Mandarin Oriental Hotel Group Ltd.**

**CONTACT: michaelh@mohg.com**

“Don't bet against Hong Kong!”

“Around 1989, I was having lunch in the Hong Kong Club with a prominent real estate agent. ‘But it's so expensive,’ I moaned as he talked me through the historical cycles and future prognosis of the market. His parting words were: ‘You shouldn't ever bet against Hong Kong; its nine dragons are ever-protective!’

“Hong Kong today seems just as frenetic as it was in 1985 when I first arrived. It is a place where you can have an idea at breakfast, discuss the company structure at lunch, register the business in the afternoon, and celebrate its trading by the evening. It's still a

wonderful place to do business. The Hong Kongers are a hard working lot. There's a Confucian work ethic that is systemic.

“Hong Kong has quality, history and innovation — the very hallmarks of an immortal brand. No, it would not be wise to bet against Hong Kong. Those dragons breath fire, I'm told!”



**Tom Gorman, Publisher, Fortune China**

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“I stay in Hong Kong year after year for the excitement, for the opportunities, and for its vitality as a global city with significant links to China, as well as the rest of Asia. Personal freedoms, a high degree of freedom of the press, a relatively low tax regime and a crime-free environment also contribute.

“China in general, and Hong Kong in particular, have changed so quickly that they challenge the average individual's ability to keep current with their evolving realities. Some people think that Hong Kong

has become just another Chinese city since 1997. That's a huge misconception.”

**Mike Cooper, CEO, OMD Asia**

**CONTACT: mike.cooper@omnicommediagroup.com**

After 18 years in Hong Kong, Mike Cooper will move to London for Omnicom in September. “Hong Kong is a high-energy, edgy and dynamic place that enjoys a hugely important strategic location and role in a region of real growth. It is a very seductive place to be based. Hence people who have spent time there — especially in advertising — find it so hard to leave and often end up returning when they have tried to cut the cord.”



**Ian Thubron, Vice President, TBWAAsia Pacific, Chief Executive Officer, TBWAHong Kong**

**CONTACT: ian.thubron@tbwa.com.hk**

“Today, Hong Kong is booming — stock and property markets at record highs, strong inflows of people and a significant position as China's capital markets hub. Hong Kong has proven, yet again, that it has the resilience and entrepreneurial thrust — as well as accident of location and history — to thrive under whichever circumstances it faces. It feels like a boomtown again.

“Hong Kong is a global city precisely because we have to look outward and manage across markets. The advertising industry has shrunk in Hong Kong but expanded in China, yet we remain a key regional HQ for major international media companies, advertising agencies, banks, lawyers, consultancies etc. We are an important hub in Asia — not *the* hub for Asia, not *the* hub for Greater China — but an important hub in Asia.”



## WHERE IN THE WORLD?



## ANSWERS

① **Steve Howe** has been named president of the *Financial Times* for the Americas, a promotion from vice president, advertising. The role is certainly a lofty one, and he is pictured here with a visiting god from Mount Olympus. Sources say that Steve is negotiating with messenger Hermes about taking over Zeus' spot.

**CONTACT: Steve.howe@ft.com**

② **Klaus Niedermeyer** of Axel Springer confessed after singing a traditional Greek ballad at an IAA event that he would like to be called Nikos. Few people knew that Klaus ... er, Nikos ... Niedermeyer's heritage is both Austrian and Greek. Nor did they realize before his IAA debut that he is also a talented musician. Perhaps he'll settle for *The-Marketing-Director-Formerly-Known-as-Klaus*?

**CONTACT: kn@asgmedia.com**

③ **Les Margulis** is certainly making the circuit of Far Eastern Europe and former Soviet Republics. Based now in Moscow with Mindshare, he is pictured here in Bratislava, Slovakia, but has also ventured to Baku, Azerbaijan; Almaty, Kazakhstan; as well as Kiev, Lvov and Yalta in The Ukraine and Odessa and St. Petersburg, Russia. inter national ist mistakenly omitted his email address from an earlier edition. It appears now in case you need to reach Les to exchange some world-class borscht recipes.

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# making the case for global advertising self-regulation

The challenge will be maintaining consumer confidence while navigating the burgeoning new media landscape

At the World Federation of Advertisers (WFA) conference held on May 18, 2007 in Toronto, senior figures from the global advertising, marketing, agency and media businesses committed themselves to strengthening advertising self-regulation worldwide. WFA president Bernhard Glock summarized the goal: “Society and regulators rightly demand that business assumes its responsibilities. The marketing communications industry is clearly committed to funding and implementing effective advertising self-regulation worldwide. It is critical for global consumer confidence in our industry.”

A special WFA task force drawn from the International Chamber of Commerce, the International Advertising Association, the European Advertising Standards Alliance and key industry participants will drive the global self-regulation initiative.

## Schemes Differ Widely

Self-regulatory schemes differ widely from country to country. Some include mandatory pre-clearance of some forms of advertising, while others are totally voluntary. Although some countries have specific sanctions for failing to comply with self-regulatory rulings, others have no penalties whatsoever. And in some jurisdictions self-regulatory bodies work closely with local government regulators, while others are entirely independent of any governmental cooperation.

In addition to differing schemes, legal rules and areas of concern vary

considerably. In many developed countries, children’s advertising — particularly for high-fat or high-sugar products — is under considerable scrutiny, while such marketing is of little concern in developing countries. The regulation of Internet content is heavy in developing countries but less a focus of regulation in more developed countries.

## Hodgepodge of Local Differences

This hodgepodge of local differences can wreak havoc on international campaigns, particularly those supported by Internet initiatives. Worse, dealing with the often Byzantine processes of local governments makes it increasingly difficult to capture global markets without running the risk of regulatory actions that could severely undermine a marketing effort or, worse, irreparably damage brand image. This drives one to a simple conclusion: self-regulation on a global basis is the best way to create an efficient market.

Executing such a program, however, is not an easy proposition. Success will depend upon how engaged local markets become in the process. A grassroots commitment is critical to adjusting global theories to local practices. Education will be the first step in the implementation process, initially targeting local government leaders and influencers, and then consumers.

Perhaps the biggest challenges to any global initiative, however, will be how global self-regulation remains relevant in the burgeoning new media landscape and

how to address the increased blurring between brand-owned advertising and consumer-generated advertising. We all understand many rules for business-to-business (B2B) and business-to-consumer (B2C) advertising. But in a short time, will marketers have to learn new rules for communications between consumers where the desired message is “scripted” in a direct or indirect way by the marketer?

## Benefits Are Self-Evident

In spite of these and many other challenges, the benefits of global self-regulation are self-evident. Self-regulation offers quick, creative and effective solutions for the advertising, marketing, agency and media industries and, most importantly, an efficient and consistent way to protect brand image. The WFA global initiative is vitally needed and offers the ability to address varying cultural sensitivities while maintaining the goal of advertising self-regulation.

**Douglas Wood** is a partner and **Christa Kenin** is an associate at Reed Smith LLP, a law firm in New York City that is a member of the Global Advertising Lawyers Alliance (GALA). They can be reached at [dwood@reedsmith.com](mailto:dwood@reedsmith.com) or [ckenin@reedsmith.com](mailto:ckenin@reedsmith.com). Wood is also the chairman of GALA, which is headquartered in New York City. Information and contacts are available through its Web site: [www.gala-marketlaw.com](http://www.gala-marketlaw.com).



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## change leader

Electrolux's Mats Rönne seeks innovative ways to connect with consumers

### Electrolux

*Mats Rönne's words and actions are often associated with innovation, and in another pioneering move, he has just taken on a new position within Electrolux. After serving for the past five years as vice president of brand management, Rönne now has new responsibilities for the company's media/communications channel strategy, as well as media planning and buying in Europe. "This is the first media specialist function within any of the regions/business sectors in Electrolux," according to Rönne. "It reflects the growing importance for us of connecting with consumers around Europe in a relevant and meaningful way in each market." Rönne spoke with internationalist publisher Deborah Malone about this new role.*

#### Why has this new media position at Electrolux been created now?

There are three main reasons for this move. First, it is necessary today to make a larger investment in media, and these costs have become the largest portion of our marketing budget. Second, the rate of change in media certainly makes this kind of specialist position a priority. Finally, our business health is dependent upon how the consumer engages with different forms of communications.

**Although great creativity will always be a hallmark of terrific advertising, today innovation is increasingly associated with media.**

**Would you agree?** The consumer appliance category is best characterized as having a fairly traditional approach to media. Electrolux is working changing that perspective. Today's consumers are viewing their kitchens, baths and laundry rooms as places that reflect not only a

personalized style, but as being places of inspiration and engagement. This needs to be a two-way street, as we have to provide products and ideas that are new and exciting. In other words, we have to ask ourselves how we can partner with a consumer's project as both a friend and an adviser. Not only do we need to demonstrate the features and technical specifications of our washers and dryers, for example, but we also have to understand how people get their inspiration and how they go about buying appliances.

Right now, online media has become a core means of reaching consumers who want to better understand how to redecorate. It also allows us to gather more information on how to convert someone to become an Electrolux purchaser. People still browse to seek inspiration, so events and exhibitions are also important communications arenas.

We believe there are three types of purchases in our field and all require different media engagement. The Planned Purchase occurs when someone decides to move or to redecorate. This usually involved massive overhaul with a high emphasis on research and inspiration.

**“Innovation is not just about new technology. It is about responding to the changing needs and requirements of different consumers as well as to changing standards in society. A true innovator, however, is not just responding but helping to define these criteria.”**

— Mats Rönne, European media director, AB Electrolux, quoted in the 2005 Electrolux Sustainability Report

B Y D E B O R A H M A L O N E





# Innovation Unlimited

## Saluting internationalist's 2007 Agency Innovators

**I**nternationalist's second annual focus on Agency Innovators reveals that breakthrough thinking in the international marketing arena has few boundaries. Innovation is not limited by geography, age or one's position in a company. From the diversity of ideas presented by these 24 Innovators — who were nominated by their peers — and some of their colleagues from 2006, a number of trends emerge:

- ▶ Innovation is crucial to success today.
- ▶ Developing talent to think innovatively is essential to any organization.
- ▶ Our digital era is fueling many new challenges and inspiring solutions.
- ▶ There can be no breakthroughs without risk taking.

According to a survey report released this year by Weber Shandwick and KRC Research, called *The Changing Face of Marketing and Communications in Today's Creativity Economy*, the notion of innovation has moved "from corporate buzzword to business imperative."

Nearly 60 percent of respondents said their companies are shifting marketing and advertising expenditures to enhance the way they think and talk about their company, not just their products. Furthermore, nearly 80 percent of those surveyed expect tighter collaboration between product development and marketing in the innovation leadership race.

As the role of innovation evolves, marketing and communications will play a greater role in a company's success more than ever before. Already, 68 percent of senior executives report that they're expanding their communications strategy.

And internationalist knows dozens of Innovators who can make that happen.

### 2006 INNOVATORS: How has the notion of innovation changed in your work this year?



**MARK JONES**, VP – Brand Solutions – Global  
MTV, New York  
"My new role at MTV is based upon innovative thinking. The shift from the ad agency world to the media owner universe has been dramatic."  
CONTACT: [mark.jones@viacom.com](mailto:mark.jones@viacom.com)

**ROB HUGHES**, Managing Partner, North & West  
China, Mindshare, Beijing  
"Everyone may still be looking for that 'China Answer' to their global business questions today, but I have already seen that answer change with the circumstances. It takes tremendous innovation to succeed here, as well paying attention to culture, history and aspiration."  
CONTACT: [rob.hughes@mindshareworld.com](mailto:rob.hughes@mindshareworld.com)



**Seshadri Sampath**  
Regional Director— Asia Pacific, BBDO, Singapore

**CURRENT CLIENTS:** Procter & Gamble

**BORN:** Madras, India

**WORKED IN:** India, Singapore, Tokyo

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?**

Clients tell me that I bring energy and healthy discussion to a meeting. I am very client-centric. I operate on the principle that clients should love my team for being passionate, committed and challenging to ensure that the consumer and the brand are central to every discussion. To innovate today, one must be creative enough to solve a business issue and proactive enough to keep a client's interest at heart.

**DESCRIBE SOMETHING ABOUT YOUR BACKGROUND THAT ENABLES YOU TO INNOVATE TODAY.**

I have worked across many functional disciplines in the communication business — rare for an agency executive. My roles have included strategic planning, media research, developing media systems, client servicing director, media director, establishing econometric modeling to measure ROI, running a digital division, building a hot creative agency, building Proximity as the interactive and direct marketing division, and managing BBDO Singapore to achieve strong growth.

All this experience has resulted in a cross-functional approach that enables me to “cut through the crap” and help to integrate skill sets for the best interest of the brand.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?**

The “silo mindset” and the territorial nature of agency disciplines are limits to innovation. Today's emphasis on accountability can cause hiding behind research facts and jargon. I often recall a quote from *Wired* magazine's Kevin Kelly, “Wealth is not created by optimizing the known. But wealth is created by imperfectly seizing the unknown.” What better way to remind ourselves that we should move away from the comfort zone and embrace innovation?

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**Christopher Carmichael**  
Business Director, Mindshare London

**CURRENT CLIENTS:** Kimberly-Clark, Kraft Foods

**BORN:** Malta

**WORKED IN:** Paris, London

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** My work on Huggies DryNites Pyjama Pants took extraordinary innovation. I worked with a decentralized client across Europe who was initially somewhat skeptical about our approach. Bedwetting products as a rule are a low-interest category and have low budgets, so generating excitement among media partners was challenging. Add to the mix a decentralized media owner across multiple countries, and you get picture of our obstacles. Nike it ain't.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** In FMCG (Fast Moving Consumer Goods), innovation is absolutely key. Anybody can sell a BMW — they practically sell themselves. Try selling nappies!

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** Client structures. Whether a centralized, decentralized or a hybrid marketing structure, all add to the complexity of facilitating a big idea.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?**

It is absolutely central and percolates through every aspect of that big idea.

**INTERNATIONALIST TRIVIA:** “My family is Scottish, so I wear my kilt to black-tie events.”

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**Hiroshi Ochiai**  
President & CEO, TBWA Hakuhodo, Tokyo

**CURRENT CLIENTS:** Nissan, Apple, Adidas

**BORN:** Fukuoka, Japan

**WORKED IN:** Japan and China

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.**

Tying the knot between TBWA and Hakuhodo to create a new company that could better serve clients through a new, merged identity is without question the most innovative solution of my career to date. Combining the creative expertise of both companies, while taking best advantage of TBWA's global reach and Hakuhodo's media capability, simply made sense for a client like Nissan.

Establishing TBWA Hakuhodo in both China and Japan to support Nissan's “One Brand, One Voice” strategy was the next immediate challenge. We were able to overcome different cultures, company styles and business policies — all in an effort to maximize a client's brand value in the international market.

When Nissan set out to be a major player in China, I understood that my role was to deliver new users in the largest market in the world. I soon learned that it was also a market that did not have established practices or rules for marketing and communications. By opening up new channels and finding alternative media options, we entirely altered the usual ways of selling in the automotive segment.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** I describe the role of innovation in two ways: 1.) developing new contacts (touch points) that connect *sei-katsu-sha* (living persons) and brands through existing media, such as TV and newspapers and 2.) addressing brand issues through new communication venues in terms of both *sei-katsu-sha* and TBWA's disruptive idea.

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**LORI SENECAL**, EVP, General Manager, McCann New York

“The role of innovation has changed considerably at McCann Worldgroup over the past 18 months. When I was appointed Chief Innovation Officer it was a new role, and a one person department. Today I am the general manager of McCann's New York office, demonstrating the commitment of driving innovation into the company on a much broader scale.”

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**STUART CLARK**, General Manager, MPG Singapore

“In my new Asian role, I am finding both challenges to innovation and wonderful examples of how technology is driving innovation. For example, Singapore Press Holdings now offers “zapcodes” that allow advertisers to exchange information with their audience via bar codes on print ads. However, it's too easy to rely on the traditional when one newspaper ad in this market can reach 30 percent of the population.

Engagement, not delivery, is key.”

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**Andrew Fair**

Partner, Worldwide Account Director, Ogilvy & Mather, New York

**CURRENT CLIENTS:** IBM

**BORN:** Wellington, New Zealand

**WORKED IN:** United States, New Zealand, Japan, Canada

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** We recently launched a global show on CNBC called *The Business of Innovation*. Created as commercial documentaries, IBM demonstrated how they helped companies to innovate. Although originally a six-month assignment, the project required two years to attain the appropriately topical, global and targeted correlations necessary for the IBM brand. The results are just starting to come in, and they are terrific.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** My grandfather was chairman of BP in New Zealand. He used to talk about how some people were content with their roles, while others would constantly be pushing. He said you need both types to keep a company moving. I'd rather keep pushing. Nonetheless, one must ensure that innovation does not take away from day-to-day business objectives. There needs to be a balance between getting the job done today and improving moving forward.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Innovation, like problem-solving, is a basic business principle. Innovation does not just have a seat in the boardroom, but should be apart of the DNA of everyone present — there is always an opportunity for improvement. Finding the time and money, and having the correct culture is where the fun begins.

**DICTIONARY DEFINITIONS ASIDE, HOW DO YOU CHARACTERIZE INNOVATION IN YOUR WORK?** We know we are on to something when the man in the corner office gives us a fatherly look and asks, "What are you up to now?" I now work in New York, the "capital of the world," because 10 years ago an "innovator" took a chance on me. I met Howard Draft, CEO of DraftFCB, on the slopes of Aspen. He offered me a job based on nothing but a gut feeling."

**CONTACT:** [andrew.fair@ogilvy.com](mailto:andrew.fair@ogilvy.com) ★

**Patrick Ryan**

International Associate  
 MediaCom International,  
 London

**CURRENT CLIENTS:** Universal Pictures, RBS, EA

**BORN:** United Kingdom

**WORKED IN:** London

**WHAT ROLE DOES INNOVATION PLAY IN YOUR**

**MARKETING STRATEGY TODAY?** Ultimately, I believe innovation without results is simply theater; we can all do something that stands out from the crowd. If a campaign doesn't fulfill a client's objectives to grow his business, it's just a gimmick. Every new idea requires an open-minded, change-driven client. We work on ideas for brands that are not traditionally seen as the remit of a communications agency. For example, we are now looking at changing distribution methods to help drive greater profitability for a client's product.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST**

**PROUD.** Two current clients, EA and RBS, exist in totally different worlds. However, we are looking to produce high-quality assets for both that will be leveraged into arenas currently devoid of advertising. People consume media for information and entertainment, not for the associated advertising. We are therefore working with media owners in revolutionary ways so these brands can subtly, but more effectively, convey their brand values.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** The hardest part of innovation in international strategies is getting buy-in from local stakeholders. "Not invented here" is an obstacle only overcome through discussion of expected results and a convincing demonstration of how an idea will work across all markets, despite cultural differences. Driving innovation in the world of communications is rarely the brainchild of one person. Teamwork not only better serves to challenge perceptions, but creates greater passion to push ideas through.

**INTERNATIONALIST TRIVIA:** I can say, "One beer please" in 12 different languages.

**CONTACT:** [Patrick.Ryan@mediacom.com](mailto:Patrick.Ryan@mediacom.com) ★



**Peter Colvin**

Senior Account Director – Global Solutions,  
 Mediaedge:cia, London

**CURRENT CLIENTS:** Fortis, Finnair, Xerox

**BORN:** England

**WORKED IN:** London

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE**

**MOST PROUD.** My recent work on the multiple-award-winning Xerox Colour campaign is freshest in my mind. An innovative media strategy helped re-energize an old-fashioned, black-and-white copier company and establish it as the leader in business color.

We demonstrated the practical and emotional values of color by adding it to traditional black-and-white environments and removing it from "expected" color environments. Some examples included transforming "Alex," the *Telegraph* cartoon, from a simple line drawing into color art with specially created story lines around color, adding 3D light bulbs to posters that changed color, and the first-ever color ads on FT.com's Blackberry service.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Whatever the budget, whatever the challenge, I am passionately committed to developing simply defined media strategies that help to effectively deliver brand differentiation and consumer connection. It is almost impossible to achieve this by relying on traditional "cookie-cutter" media planning approaches.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Innovative thinking has never been more important. In an increasingly complex and fragmented media landscape, where consumers are increasingly taking control of the way they access information, it becomes even more critical to develop ideas that stand out and deliver genuinely active consumer engagement.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** International projects inevitably take more time and "diplomacy" to develop as they comprise more stakeholders. Local market resistance to centrally driven strategies is a regular challenge. It is therefore critical to develop strategic communication guidelines that are flexible enough to inspire innovative and creative activation at a local level, thus avoiding the "this won't work in my market syndrome."

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**2006 INNOVATORS: How has the notion of innovation changed in your work this year?**

**STEVE TRAVELLER**, International Media Group Head, Starcom, London

"A major shift in media negotiations is contributing to greater innovation for advertisers. Media owners are now asked to the table to present their 360-degree offerings to secure a place on the schedule. Not long ago, it was the domain of agencies to devise these offerings and select media. This trend generates innovative ideas from many different angles, and, when briefed and handled correctly, can open up new opportunities for highly effective and efficient media contacts."

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**CAROLINA JIMENEZ-GARCIA**, Senior Partner – Group Planning Director/International Media, Mindshare, New York

"Media is evolving at such a fast pace that last year's notions of innovation may be considered common practice now. An advertiser has to think ahead to be innovative, and we continue to come up with unique opportunities that meet client objectives."

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**Anna Ringsberg**  
General Manager  
Carat Business, Malmö,  
Sweden

**CURRENT CLIENTS:** Tetra Pak, Nynas  
Petroleum, BE Group

**BORN:** Malmö, Sweden

**WORKED IN:** Sweden; San Diego,

California; Milan, Italy

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** Carat Business is the only specialized business-to-business media agency in Scandinavia, and we have created a new measurement solution for worldwide B2B campaigns. This is a first and overcomes the difficulties of not being able to compare national data. This better underscores our goal is to create sales leads for our clients and demonstrates that advertising does build their business.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Because I believe that we never have problems, only temporary challenges.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Innovation in the B2B segment is not the same as in the consumer segment. We have to think more outside the box to figure out how to even reach the target group!

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** The bigger the project, the more people involved, which makes it more difficult to combine all relevant knowledge. In Sweden one kind of solution may work to reach a target group, but in China you have to think differently. You can seldom use the same solution or strategy in each country, even if your target is men in a specific segment of the rubber industry!

**INTERNATIONALIST TRIVIA:** "My interests range from hunting in hard bush in Africa to wine tasting."

**CONTACT:** [Anna.ringsberg@carat.com](mailto:Anna.ringsberg@carat.com) ★



**Torie Henderson**  
Managing Director, OMD Asia Pacific, Hong  
Kong

**CURRENT CLIENTS:** Huawei, Shangri-la Hotels, McDonald's, FedEx, Financial Times & CNN

Auckland, New Zealand

**WORKED IN:** New Zealand, London, Hong Kong, Shanghai

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Innovation is an attitude. There are those who are happy with the tried and tested, and those who want to push the boundaries beyond the tried and tested. One approach is a bit mundane, predictable and most importantly doesn't drive differentiation or improvement. I believe I'm in the second group.

We all have to innovate or we die. Companies, brands, people — those who don't innovate are simply forgotten and inevitably die.

**WHAT ARE BIGGEST CHALLENGES YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?**

Many people don't understand the power of innovation for their clients, companies, brands or themselves. Often they blame the status quo on red tape or bureaucracy. Fortunately, I work in a company where innovation is part of our DNA, and nothing could be more refreshing. Being an "innovation evangelist" with my team is rewarding when I see the successful work they create for our clients. Do keep in mind that to innovate successfully one needs the support of many internal and external allies in your mission.

**A FINAL NOTE:** Clients are the key to successful innovations. If they don't get it, your innovation is doomed for the scrapheap.

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**Hamish Davies**  
Managing Partner, Global Solutions  
Mediaedge:cia, London

**CURRENT CLIENTS:** Visa Europe and CEMEA, Paramount International, Swiss Re, Pentland/Speedo

**BORN:** Salisbury, Wiltshire, England

**WORKED IN:** London, New York

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** I am most proud of "fast tracking" the two most critical elements of future communications, digital and retail, on behalf of my clients. Unless both channels are put at the very center of a business strategy, neither client nor agency will have a future!

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** My role is to understand what's on the horizon and to insure that my clients' communications are "future-proof."

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Innovation has to be at the heart of communications; it cannot be some bolt-on stunt once the TV campaign has been booked. Traditional media, alone, has stopped working. It's critical to fully embrace the digital era — both in on-line and in new ways of doing traditional media. For example, the 30-second TV spot may no longer be fit for purpose, but a creative advertiser-funded program has the potential to achieve genuine engagement. Our industry is changing; we're now all in the content business.

**WHAT ARE BIGGEST CHALLENGES YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** National barriers still exist when selling even great ideas. It's essential to present a watertight business case if you want 40+ countries to adopt a program. Of course, one needs to build partnerships with local clients and agencies, as well as media owners, to find mutually beneficial solutions. Unless everyone wins, great innovations won't see the light of day.

**INTERNATIONALIST TRIVIA:** The best client servicing training I ever got was working as a special-effects painter in NYC.

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**JOE WARREN**, Senior VP – Group Planning Director,  
Universal McCann, New York

"Last year, my focus for innovation would have been primarily the U.S.A. and Europe, but now there is a dramatic increase in creativity from China and India. These 'young tigers' are no longer followers. They are even leading in online ideas, which we've been able to share and adopt in other parts of our network."

**CONTACT:** [joe.warren@universalmccann.com](mailto:joe.warren@universalmccann.com)

**ANDREW SWINAND**, President/Chief Client Officer,  
Starcom Worldwide, Chicago

"I believe that companies sometimes put too many resources against coming up with the next new thing when great ideas already exist across the global network. I believe companies should invest in systems and processes that improve transparency across their global networks, thus increasing the speed of innovation."

**CONTACT:** [andrew.swinand@starcomworldwide.com](mailto:andrew.swinand@starcomworldwide.com)



**Elie Khouri**

Regional Managing Director, Omnicom Media Group  
 Middle East, Dubai

**CURRENT CLIENTS:** Pepsi, Dubai Holdings, Emirates Airlines, Nissan, Beiersdorf, Kellogg's, DaimlerChrysler, Arla, Qatari Diar, GE

**BORN:** Beirut, Lebanon

**WORKED IN:** France, Beirut, Dubai, Cyprus, Bahrain

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** In a region faced with an industry-wide talent shortage, we developed the OMD Academy, a first for the Gulf States. Through its mixed curriculum of training sessions, ad-hoc seminars, network-wide conferences, and master classes for media creativity and marketing, we are developing a new generation of industry superstars.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Leadership is about being a magnet — attracting bright people to an organization and spreading an energetic culture across every level of seniority. We strongly believe in assisted empowerment; we expect our teams to act decisively with the help of tools, training and support structures. This is not the traditional way of managing a business in the Middle East, yet we already see benefits — clients report high levels of satisfaction.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** We thrive on doing things first in the Middle East region. In addition to the OMD Academy, we were first to act on television audience measurement, first to create a marketing function in a media agency, first to create a branded entertainment division and first with a “thought-starter” unit.

**HOW DO YOU CHARACTERIZE INNOVATION IN YOUR WORK?** Innovation means reaching beyond the status quo. It's about being brave enough to act differently — even if it may mean risking failure. It is also very much about seeing someone's potential beyond their current role, even if they can't yet see it themselves. And this is particularly true for brands, as well as people.

**CONTACT:** [elie.khouri@OmnicomMediaGroup.ae](mailto:elie.khouri@OmnicomMediaGroup.ae) ★

**Silas Lewis-Meilus**

Business Director, MindShare, London

**CURRENT CLIENTS:** American Express

**BORN:** New York

**WORKED IN:** New York, London

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** Media empowerment, or the notion that media should not be a delivery vehicle for messaging; it should intrinsically demonstrate the message through its concept and application.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** I believe in the power of new media, and in the necessity of testing and learning to strengthen any communications recommendation.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL**

**PROJECTS?:** Tradition, the path of least resistance and fear are the biggest barriers to innovation.

**HOW WOULD YOU CHARACTERIZE INNOVATION IN THE WORK YOU DO?** Working in a profession that is fueled by innovative thinking is a great joy. Effective communications approaches are important to any marketing plan. However, it is the constant conception and execution of new and challenging projects that provides tremendous creative excitement and intellectual fulfillment.

**CONTACT:** [Silas.lewis-meilus@mindshareworld.com](mailto:Silas.lewis-meilus@mindshareworld.com) ★

**Michael Jones**  
 CEO — Latin  
 America,  
 Mediaedge:cia,  
 Miami

**CURRENT CLIENTS:** Colgate

Palmolive, Chevron Texaco, Sony Ericsson, Dell, DHL

**BORN:** United Kingdom

**WORKED IN:** London, Guangzhou, Hong Kong, Miami

**WHAT IS THE ROLE OF INNOVATION IN EMERGING REGIONS?**

Working in emerging regions often puts a slightly different perspective on “innovation,” as a significant advance may be considered a traditional way of doing business in longer-established markets. However, the challenge of innovation is the same — to bring new thinking and ways of doing business to the forefront.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH**

**YOU ARE MOST PROUD.** Here are examples of how we are bringing innovation to our Latin American offices: To overcome the conservative nature of organizational structures, we work to convince teams that they have permission to make a decision or have an opinion. An innate cultural value in Latin America — art and music — has helped. A strategic vision, expressed visually, is expected in every client presentation, and is all the better when accompanied by relevant music.

We have also worked to create a system of rewards and costs; there is a reward for success and a cost for failure. During the implementation of our Communication Planning and Implementation process, a “CPI Contest” among the offices was developed to build a new business model in an unaddressed area of communications — public relations, telemarketing, retail advertising, etc. The winning teams enhanced their existing business — a direct tie to earning potential. The agency also developed centers of expertise beyond traditional TV buying.

Latin America is Spanish-dominant, so many of the global materials necessary for internal communications went unread. We developed a “translation committee” made up of representatives in each country to improve the process.

To train and drive “self-esteem,” we developed a SWAT team approach. A small training group comprised of representatives of management, content and software parachuted into a country to work with our local teams on important client projects. Learning occurs by doing.

**INTERNATIONIST TRIVIA:** I took a year-long sabbatical to visit the Seven Natural Wonders of the World.

**CONTACT:** [Michael.Jones@mecglobal.com](mailto:Michael.Jones@mecglobal.com) ★

2006 INNOVATORS: How has the notion of innovation changed in your work this year?

**JIMMY LIANG**, Operation Director, Leo Burnett, GuangZhou, China

“Innovation has definitely changed the work scene and the marketplace in China, and is challenging us to better connect and engage with consumers. Yet in an infant stage of any innovative environment, there are risks to success by simply trying the new. As agencies, we need to collectively develop better methods to measure the effectiveness of any innovative implementation.”

**CONTACT:** [j.liang@gz.leoburnett.com](mailto:j.liang@gz.leoburnett.com)

**DAVID MAYO**, VP – Chief Marketing Officer, Ogilvy & Mather Asia Pacific, Singapore

“My role has always been about innovation. The job now is about choreography, emphasis and evaluation. Today, innovators are the choreographers — the people who can blend business, media, creativity and strategy. That's quite an ask.”

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Source: Interview NSS/Synovate - EMS Summer 2007.

**EuroNews**  
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**Jill Toscano**  
 Partner, Communication Strategy Director – Global Solutions, Mediaedge:cia, NY

**CURRENT CLIENTS:** Chevron (global corporate), The Vanguard Group

**BORN:** Seoul, South Korea

**WORKED IN:** Philadelphia, New York

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Innovation takes a lot of creativity and vision, but what differentiates an innovator is the ability and drive to see innovation come to life. There are thinkers and there are doers, but an innovator encompasses both. Often it's the actual implementation phase that is the most challenging. The key to success in innovation is recognizing that truly innovative ideas can exist in the minds of individuals, but can only be brought to life through the blood, sweat and tears of all involved.

**HOW DO YOU CHARACTERIZE INNOVATION IN YOUR WORK?** True innovation is defined by an element of risk. Innovation dispels the notion of easy solutions, so there is no precedent established for success or failure. It's always an indefinable combination of rational assessment of an idea and trusting your instinct by "knowing" the idea is right.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** Last year was my first experience with the Chevron account. Our goal was to change communications to a target group already skeptical of corporate communications and bring Chevron out of the safety zone of pages and spots and into a space one would not expect "big oil" to venture. Through an innovative and engaging campaign, we prompted the Chevron target audience to take action. In doing so, Chevron's industry standing grew, and advocacy increased by 127 percent.

**CONTACT:** [jill.toscano@mecglobal.com](mailto:jill.toscano@mecglobal.com) ★



**Damian Blackden**  
 EVP, Director of Strategic Marketing Technologies EMEA/APAC, Universal McCann, London

**CURRENT CLIENTS:** Intel, Microsoft, Virgin Atlantic, Bacardi global brands

**BORN:** London

**WORKED IN:** United Kingdom

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** Some people say that ink runs through their veins. Well, I bleed digital. New technology brings new platforms and marketing/communications techniques. Combine that with an ambitious or bold client, and there are plenty of opportunities to innovate.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Many of the technological advances of recent years have given companies a much greater opportunity to compete, so innovation is a prerequisite of prosperity. Darwin couldn't have put it better when he said, "It's not the strongest of the species that survive, nor the most intelligent, but the ones

most responsive to change."

**WHAT ARE BIGGEST CHALLENGES YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** 1. Getting involved early in the process. Some of the most innovative marketing programs have been effective because they've been deployed at a level that's above campaign planning.

2. Generating usable insights. Some of the best innovations have been born out of breakthrough insights. I've helped drive our global studies on the democratized Web and the new mobile ecostructure. Although often costly, these exercises are worthwhile, as they have given rise to some unexpected and useful insights.

3. Budgeting for global marketing partnerships. Historically global budgets have been divided up across markets and deployed locally or regionally. The pre-eminence of properties such as Facebook, YouTube, MSN and MySpace means that sufficient allowance must be made to engage with them on a global basis.

**INTERNATIONALIST TRIVIA:** Would being married to an Italian count? It certainly makes me more aware of cross-cultural misunderstandings!

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**Rupert Denny**  
 Senior Account Director, Banner, London

**CURRENT CLIENTS:** AT&T, Symantec, BMC, Autodesk, Cisco

**BORN:** London

**WORKED IN:** London

**WHAT ROLE DOES INNOVATION PLAY IN YOUR**

**MARKETING STRATEGY TODAY?** Innovation is not about executing a wacky media idea; it is about constantly pushing boundaries to reach a target audience effectively and with impact. It requires clients who are prepared to take risks and to trust in an agency's ability to deliver.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** My role is to challenge the conventional. Clients are now used to me saying, "I know that's what you want to do, but tell me what you want to achieve. When I understand these goals, we can then debate about how we can best do the project." Media owners certainly now know that I will not accept the obvious. If it is not a new solution, I don't want to hear it.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** Innovation in an international environment, such as crossing European borders, brings varying in-country constraints associated with implementation, strategy and creative availability. Preset budgets and briefs rarely provide much room for flexibility, and they are a challenge to true innovative thinking. We find that if we have conversations before briefs are set, or if we can work with a top executive with marketing vision, we can often achieve better results. A client's trust in you makes all the difference.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** I am most proud of having spent 17 years applying international media strategy, and I have genuinely tried to be innovative during every working minute.

**CONTACT:** [rupert.denny@b1.com](mailto:rupert.denny@b1.com) ★

## 2006 INNOVATORS: How has the notion of innovation changed in your work this year?



**MATT DYKE**

Head of Planning, Tribal DDB, London

"Innovation is central to the way I approach brand and communications strategy. In the last year, I have spoken and written about the urgent need to place creative technologists with art directors, copywriters and media experts at the heart of idea generation. I strongly believe in the need to plan brand experiences across digital and traditional channels: the virtual and physical worlds are converging with consumers playing the starring role."

**CONTACT:** [matt@tribalddb.co.uk](mailto:matt@tribalddb.co.uk)



**EAN K. SHEARER**

Associate Media Director, Dentsu Inc New York

"Speed is the first word that comes to mind when I consider how innovation has changed my work over the past year—from faster production

**CONTACT:** [eshearer@dentsuamerica.com](mailto:eshearer@dentsuamerica.com)



# CANNES 2007 MEDIA PERSON OF THE YEAR

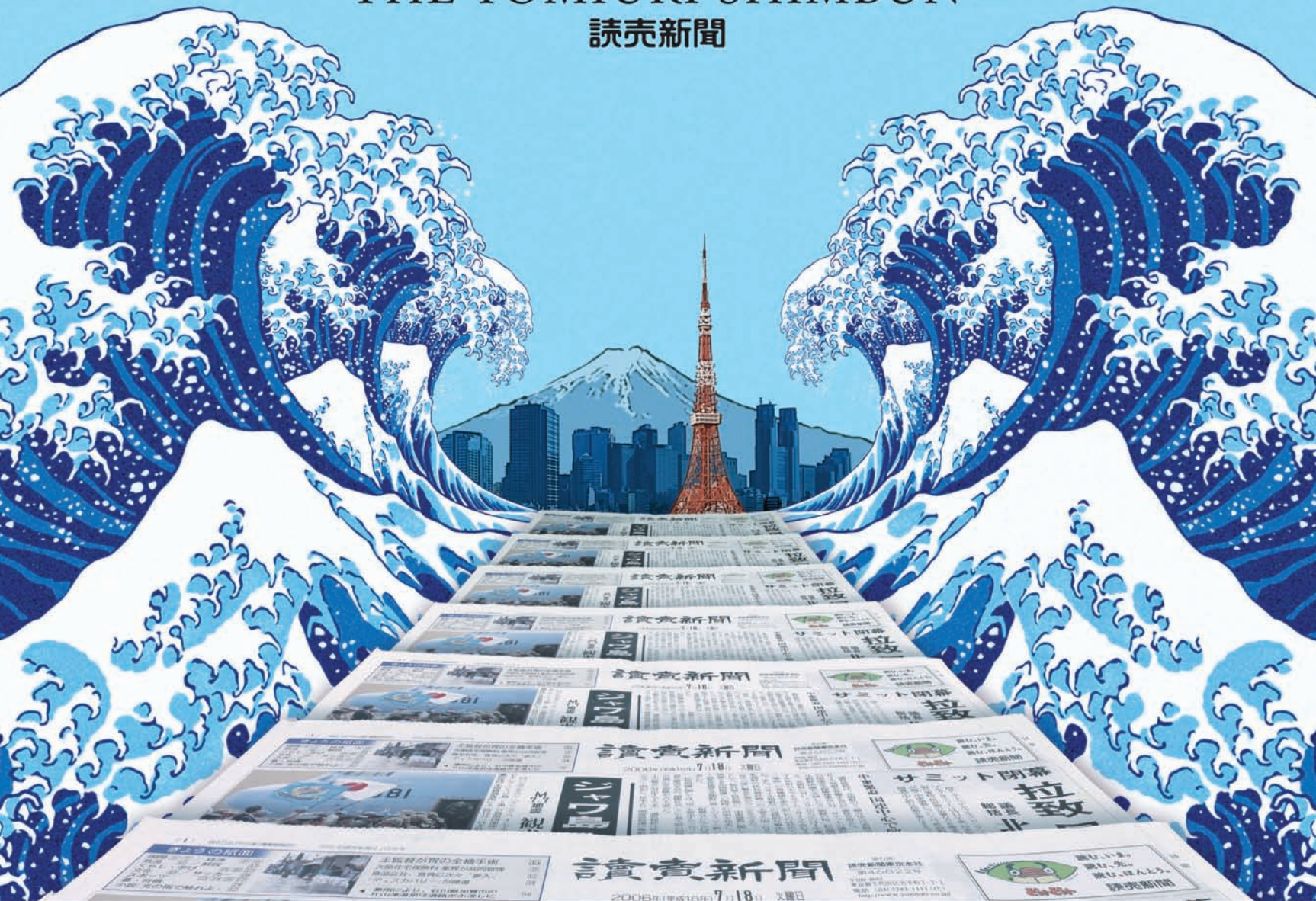
Tsuneo Watanabe, chairman and editor in chief of The Yomiuri Shimbun Holdings, has been named Cannes Media Person of the Year at the 2007 Cannes Lions International Festival. Watanabe is the first person in Asia to receive the award. He is honored in recognition of leading a top media conglomerate that includes a TV network, a book publisher, an orchestra, and a pro sports team, as well as a broadsheet with a combined morning and evening circulation of over 14 million. That's why if you want to succeed in Japan, the advertising medium you need is The Yomiuri Shimbun, which is recognized throughout the world.

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At Sky News, we know that innovation breeds success. We've been thinking outside the box for over 18 years – that's why we still have the highest daily reach of any pan-European news channel\*.

It's only too easy to keep choosing the safe option; you need courage to break the mould. We're proud to sponsor the Agency Innovator Awards 2007.

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\*1.97m viewers – EMS Summer 2007 – daily audience amongst individuals in the top 20% of European households based on income (total universe: 39.5m)  
571,000 viewers – EMS Select Summer 2007 – daily audience amongst individuals in the top 3% of European households based on income (total universe: 8.2m)

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**BRAVE**

**Philip Jabbour**  
 Group Director— Marketing and New Business  
 Development, Starcom MediaVest  
 Group, Dubai



**CURRENT CLIENTS:** Coca-Cola, GlaxoSmithKline, Jordan Investment Board, UBS, Barclay's, Oz, ExxonMobil  
**BORN:** Beirut, Lebanon; Nationalities: Czech & Lebanese  
**WORKED IN:** Dubai, Kuwait

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?**  
 For my development role within a Middle East-based media agency, innovation is the catalyst that fuels our corporate success. This viewpoint has resulted in a tremendous number

of new multinational, regional and local account wins in the past two years. Certainly in the agency world, new business is viewed as a key driver in achieving market leadership, as are revenues and awards. Starcom MediaVest Group, Dubai has done well in all three areas. To date in 2007, we participated in 24 new business pitches, and won 23 — creating a tremendously diversified client portfolio. Our billings are at an all-time high, and our work appeared on two shortlists at Cannes this year — the only entries from the Middle East to qualify at that level of international competition.

We recognized that we needed an innovative approach to marketing our own agency brand in the region. One of our best assets included a reputation for provocative thinking, so to portray that as a leadership strength we presented a series of "StarSight" Creative Learning Programs. Their goal is to enable a marketing-based audience to seek inspirations from people of different walks of life for a deeper understanding of the Arab stereotype or how local Arab consumers wish to be perceived. Our presentation of "Look Beyond the Veil" was particularly provocative.

**ANY FINAL THOUGHTS ON INNOVATION?** At an agency level, innovation cannot happen without the interaction and competence of so many spirited teams within the company. The dedication of people and their passion continue to be any agency's greatest asset and the drive behind innovative thinking.

**CONTACT:** philip.jabbour@dubai.smvgroup.com ★

**Dick Reed**  
 CEO, Just Media, Inc.,  
 Berkeley, California, U.S.A.



**CURRENT CLIENTS:** Fujitsu, Seagate Technology, Applied Materials, Quest Software, McAfee, SunPower, AT&T's Sterling Commerce, VMWare  
**BORN:** United Kingdom  
**WORKED IN:** United States, France, United Kingdom

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** As agency CEO, I am responsible for providing our clients with advice on how to roll out successful international campaigns and how to manage the difficulties of integrating global branding with local tactical requirements. In general, the management of a client's internal structure and policies between headquarters and local offices are among the most challenging components of any international campaign. After working on European campaigns, it is satisfying to offer U.S. marketers the experience gained through the many long lessons of accommodating cultural differences with the inevitable media nuances. The secret to making multinational advertising work is to get feedback from local markets early in the process. Most local country managers will agree to a broad principle if they retain a level of control, which may simply be adding one favorite media vehicle.

**HOW DO YOU CHARACTERIZE INNOVATION IN YOUR WORK?** Innovation is generally achieved by pushing any client just beyond their comfort zone. If we can get a client to take a risk, then we have achieved our goals of adding creativity and innovation to their media plans.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.**

One of my most innovative campaigns was well ahead of its time. In autumn of 2000, we helped Creative Labs run a full-Flash/sound-enabled interstitial across MP3 download sites in the U.K., France, Germany, Italy, Spain and the Nordic countries. The ads, for a revolutionary high-volume MP3 player, the DAP Jukebox — which predated the iPod — generated an average click-through of 17 percent. Never were a device, message and audience so perfectly matched.

**CONTACT:** dick@justmedia.com ★

**Latha Sundaram**  
 SVP, Global Account Director, Starcom  
 Worldwide, Chicago



**CURRENT CLIENTS:** Oracle  
**BORN:** Oak Park, Illinois, U.S.A.  
**WORKED IN:** Chicago, with extended travel to the U.K., Germany, Singapore, China, India, Japan

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** The key to a successful global account is effective talent management. We see better product and happier clients with accomplished people across languages, time zones and cultures. As a result, I launched a global training program for

Starcom's Oracle team. Now my clients in China get the same, proven results as my clients at HQ. This can be a challenge on any global account, but it's especially difficult in the dynamic B2B technology category where product offerings are tough to grasp, the decision-making process for purchasing enterprise software is intricate, launch dates change by the minute, and media choices are increasingly fragmented.

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** In baseball, you can go to bat 10 times, and a person who is successful on three attempts but fails the other seven is considered a star. I encourage my team to consistently serve up innovations and recognize that not every one will be a home run — but that one idea that does make it out of the park will make up for all the others.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Innovation has shifted from a "nice-to-have" to a "must-have" element of our plans. It's no longer that one "sexy" hook to deliver along with the usual flowchart. Innovation is the foundation of our efforts and the lens we use to evaluate recommendations.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** Given the limitations of reliable international audience data, particularly against technology and business decision-makers, we sometimes don't have simple access to resources on the front end to support recommendations, or on the back end to showcase effectiveness. Still, we make it work by creating or collaborating to obtain new resources where needed.

**INTERNATIONALIST TRIVIA:** I'm lucky to have been raised by very open-minded East Indian parents who taught us to "think globally, act locally" before that was even a phrase.

**CONTACT:** latha.sundaram@starcomworldwide.com ★

How has the notion of innovation changed in your work this year?

**TOM BROOKBANKS**

Managing Partner – Global Solutions  
 mediaedge:cia, New York

"Brand positions, product attributes, consumer sentiments and communication channel capabilities will always evolve. Understanding the dynamics of the Brand, Consumer and Channel, and never giving up on breakthrough communications solutions, are the keys to innovation."

**CONTACT:** tom.brookbanks@mecglobal.com



2006 INNOVATORS

**DIANA SEVILLANO**

Regional Director – Latin America,  
 ZenithOptimedia, Miami

Diane is currently on maternity leave and will return to the office on Tuesday September 4, 2007.

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**Christophe Mayer**  
 Managing Director  
 ZenithOptimedia France, Paris

**CURRENT CLIENTS:** Richemont Group (Cartier, Montblanc, Van Cleef & Arpels, Piaget, Chloe, Dunhill, Jaeger-LeCoultre, Panerai, Vacheron Constantin, IWC, Lancel), L'Oreal, Sanofi Aventis, Polo Ralph Lauren, Lancôme  
**BORN:** Antananarivo, Madagascar  
**WORKED IN:** Belgium; France

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.**

Recently I was able to bring Cartier to the gay community with the relaunch of the Love Bracelet. Part of Cartier's series on ancient designs and legends, the Love Bracelet was modeled on the fabled Chastity Belt, claimed to be used by husbands to lock around waists of their wives to ensure fidelity. It can only be taken on and off with a tiny screwdriver, symbolizing a "locked up" or committed relationship. When launched, Cartier presented bracelets to 25 famous couples, including Elizabeth Taylor and Richard Burton, Sophia Loren and Carlo Ponti, and the Duke and Duchess of Windsor.

Our relaunch program featured a leading gay publication with product placement and a fashion portfolio. Subscribers were invited to a taped private evening of shopping and cocktails at the Paris flagship store. Sales were exceptional.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?** Everything we come in contact with today can potentially be construed as media; therefore, innovation is vital to our business. We need to understand how each instance of contact between a brand and a consumer can build a unique communication platform around an essential idea.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** Fear of change is today's biggest challenge; many marketing people have been trained to avoid risk. Innovative thinking requires brave clients.

**HOW DOES YOUR INTERNATIONAL BACKGROUND AFFECT YOUR WORK?** I find myself drawn to newer, smaller markets which are often more innovative than the major ones markets. We know good ideas can come from everywhere, and I see that proof every day from different parts of North Africa, the Middle East and Latin America.

**CONTACT:** christophe.mayer@zenithoptimediafrance.com ★



**Hanne Tuomisto-Inch**  
 Online Communications Director  
 Banner, London

**CURRENT CLIENTS:** AT&T, Novell, Hitachi, Trend Micro, Riverbed, BMC Software, Sybase, Fasthosts, Inquire  
**BORN:** Hyvinkaa, Finland  
**WORKED IN:** Helsinki, London

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?**

Business and marketing models in the online arena are in constant turmoil. There are market-disrupting technologies and innovations taking place all the time that need to be seen as opportunities and not threats. The role of user-generated content has huge potential for international marketers to gain business intelligence about customer viewpoints and how brands can improve their products, services and processes.

As an agency, we are looking to integrate more with our clients' businesses by migrating from interruptive marketing to driving value through ROI. Furthermore, international advertisers need dashboards to provide benchmarks for marketing effectiveness across countries. We are in the process of developing customized dashboards for our clients that will integrate marketing activities and measure effectiveness in one system, thus helping with budget allocations, planning and ROI measurement.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?**

The beauty of international marketing, as well as its downfall, lies in the varied way in which national audiences respond to advertising. An ideal scenario would be to take a successful model from one country to another. However, it is important to adapt any campaign to a local market, based upon culture, business practice, market maturity and infrastructure. The process is a prolonged one, which requires time and patience.

**HOW DO YOU CHARACTERIZE INNOVATION IN YOUR WORK?** Always challenge the status quo and think outside the box.

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**Adnan Brankovic**  
 Senior Account Executive — Global Client  
 Services, Initiative, New York

**CURRENT CLIENTS:** CA (Computer Associates)  
**BORN:** Sarajevo, Bosnia and Herzegovina  
**WORKED IN:** United States

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** With the help of my team, we streamlined the buying process across 20+ markets while enlisting the support of local/regional clients and agency offices. Having 30 people agree on the same global strategy and media plans not only engenders pride, it's a miracle!

**WHY DO PEOPLE SEE YOU AS AN INNOVATOR?** My MBA Professor Sander Flaum, the former CEO of Euro RSCG Life, pointed out to the class: "Advertising becomes a commodity business unless you realize that it is truly a business of managing relationships."

I listen to people. That is the beginning of any good relationship.

**WHAT ROLE DOES INNOVATION PLAY IN YOUR MARKETING STRATEGY TODAY?**

Innovation means nothing if it doesn't translate into business success. Innovation is not an idea; it represents the way we should be doing business in today's rapid-changing environment. Innovation is just my day-to-day job.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?**

Working with different cultures across international offices and consolidating local country recommendations into one voice is a challenge. Yet, transnational thinking fosters excellence without a concern for borders or locations and relies on interpersonal relationships. As a result, this challenge can also be an interesting way to find new ideas.

**INTERNATIONALIST TRIVIA:** I used to be in a funk rock band and switched careers after realizing that advertising can be as creative as rock & roll (and a bit more stable).

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**Tonia Perretta**  
 Head of Digital Futures Worldwide,  
 deCODER  
 Initiative, London

**CURRENT CLIENTS:** All of Initiative's clients, particularly Unilever and Johnson & Johnson.

**BORN:** London to Italian parents

**WORKED IN:** London

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** I conceived, commissioned and now run Initiative's global CODE program or Creating Order in the Digital Era. CODE is a far-reaching venture, and is Initiative's method of strategically integrating digital and emerging media into traditional planning. Initiative's clients, through CODE, benefit from efficient and accountable digital era strategies built around more engaged, personalized and meaningful relationships between customers and brands. As a system, CODE is unique as it is comprised of a human community of deCODERs, or experts and enthusiasts in technology and new media whom I recruited from Initiative's offices around the world. Together, the deCODERs form a 70-strong multinational team, coming together via the CODE Portal, our hybrid online social network and center for sharing, for which I'm also responsible. Here the deCODERs pool their research, case studies, best practice advice and links to articles on everything from Advergaming to Zapping. Via the CODE Portal, we collaboratively identify, monitor and analyze developments in technology and new media. We develop points of view on the latest hot topics and consumer trends, then gauge their impact on marketing communications.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** People rarely get into trouble for playing it safe with traditional approaches. Experimentation by its very nature involves risk, so encouraging people to move budgets from "safe bets" to something untested is a challenge. This is exacerbated when people think that their country is not as digitally fast-moving as the U.K., the U.S. or Japan. We overcome this by immersing our clients and staff in new technology, while showing them evidence of new behaviors with supporting data and local insight.

**DICTIONARY DEFINITIONS ASIDE, HOW WOULD YOU CHARACTERIZE INNOVATION IN THE WORK YOU DO?** I realize that innovation doesn't stay innovative for long.

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**Jacqui Seddon**  
 Director, Just Media (an  
 Aegis company),  
 London

**CURRENT CLIENTS:** Genworth Financial, AMD, Philips

**BORN:** United Kingdom

**WORKED IN:** London

In a media-fragmented world, gaining differentiation for a client drives the need for innovation — the glue that knits together the campaign elements so that the final outcome is greater than the sum of its parts. Innovation, however, isn't necessarily just about finding completely new media channels; it may be about using existing ones to create compelling ways to reach another target. Context, relevancy and environment are key to ensuring that a message reaches the right audience, at the right time, and via the best media channel(s). Media solutions that take inspiration from the message create the best campaigns.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** When working in an international environment, there cannot be a "one size fits all" approach; a single audience definition can ultimately produce completely different media approaches. A combination of audience research, understanding and experience contribute to complex multi-country plans. Although they may adhere to the same strategy, one should not presuppose that the audience behaves in the same way across markets.

**DESCRIBE AN INNOVATIVE IDEA OR BUSINESS SOLUTION OF WHICH YOU ARE MOST PROUD.** Last year I led the team on the launch of the NXP brand (previously Philips Semiconductors). Our goal was to influence high-level decision-makers across Europe, North America and Asia. From the initial planning meeting until introduction, we had six weeks. Yet on the launch date, we had a ticker in New York's Times Square announcing NXP, supported by a global business plan with all messages coordinated to appear in the same introductory week.

**ANY OTHER INTERESTING ASPECTS TO YOUR INTERNATIONAL BACKGROUND?** I have worked within an international environment for 12 years. No two days have ever been the same since I started, and I doubt they ever will! Planning and buying in an international arena has never been so demanding and complex, but it has also never been so exciting.

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**Magnus Wretblad**  
 Global Creative Director, Lowe Brindfors,  
 Stockholm

**CURRENT CLIENTS:** Saab, Electrolux

**BORN:** Stockholm

**WORKED IN:** Stockholm

**ANY OTHER INTERESTING ASPECTS TO YOUR INTERNATIONAL BACKGROUND?** Today's overloaded communications society demands a strong brand experience to create something unique in a consumer's mind. Most of our international clients are decreasing investments in traditional media and increasing their interests in digital and event-based marketing. Brands are moving from informing their customers to creating experiences online or offline. These trends have caused me to structure an approach called the Online/Offline Brand Experience, which has resulted in new global campaigns for Saab ("Pilots Wanted") and for Electrolux ("Smart

Oven"). Both examples are centered on experiencing the brand in a real-world situation, whether in life or through a high-quality digital simulation.

Experience-based marketing is really about listening to what consumers want, and then delivering a message that is as personalized as possible. To change perceptions and create a close tie between the brand and the consumer, a two-way meeting needs to occur, and that interaction must be on the consumer's terms.

**WHAT IS THE BIGGEST CHALLENGE YOU FACE IN APPLYING INNOVATIVE THINKING TO INTERNATIONAL PROJECTS?** Implementing thinking from a global organization to the country level is always the challenge of any international assignment. We found success for the Online/Offline Brand Experience by creating events that each country can utilize with minimal investment. This saves money for local offices, creates economies of scale for our clients, and builds truly global brands.

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2006 INNOVATORS



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## PERCEPTION CHANGE:

# a new view of the role of independent media representatives

In a recent interview in *internationalist*, (*Early Spring*, page 31), Alan Rutherford, formerly of Unilever and now CEO of Digitas, stated that, “Media has moved to the center of the agenda.” (His switch this June from a marketing company to media agency certainly underscored his remarks.) Mike Jarvis of Banner Group, who ranks among today’s top media gurus, used a similar analogy in that same issue (page 24): “The media agency will now 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’s media, and dare I say creative, strategy.”

Independent international media representatives are finding themselves in a situation to that of their media strategist counterparts. Until recently, reps may have been an underestimated segment of this industry. Not only is their role changing today, but the way the industry views them is about to change as well.

No other group has a better ear for market intelligence; they are

the one sector that interacts with clients, agencies and media owners. A rep’s survival is dependent on just those elements that are so much in demand today — the multiplatform and multimarket media package. Plus, according to the 30 voices we surveyed from around the world, independent media representatives on average must recreate roughly *half* of their revenues from new business — *every year*. That takes extraordinary skill, application and a solution-driven knowledge about this industry.

For this first-ever story, *internationalist* asked independent media representatives how they see their future and the industry’s future taking shape. Some visions were provocative; many saw the need to overcome fundamental challenges; others recognized how they were ahead of contemporary marketing trends. Yet, without exception, all of the independent representatives we interviewed were optimistic about their roles in the future. And just to be sure, we also asked some of their media owners and clients to comment, too.



“I predict that a global agency organization like WPP will own a media sales company in the next five years. We have too much competence, knowledge and objectivity on the buying side to be overlooked. Many of our requests come from small to mid-sized companies that don’t have access to networks, so my marketing director is an ex-media director. Our commission rate is far higher than the buying side, so we tremendously enhance an agency portfolio.”  
— **Michael Karnig**, *karnig4media*, Stockholm **CONTACT: [michaelk@karnig4media.com](mailto:michaelk@karnig4media.com)**

“The ability to come up with media solutions that aren’t confined to selling just from within one organization’s portfolio can be attractive to advertisers — provided that the ‘best new idea ever’ can be easier to deliver if you have a broader freer landscape to paint with. In the U.S., major newspaper groups are combining their sales teams to sell each others’ online offerings. Online sales houses aggregate sites, so why not other media?”  
— **Andrew Butcher**, *Butcher Worldwide*, Singapore **CONTACT: [andrew.butcher@butcherworldwide.com](mailto:andrew.butcher@butcherworldwide.com)**



“This is a fantastic time to be either a media seller or a buyer; in fact, the lines between them may be blurring given the need to drive media innovation. I recall first hearing the name ‘Mindshare,’ and thinking it was brilliant concept for a media agency, but it could easily apply to a rep firm, too. I named my company — not after the name of the owner — but to describe our work. ‘Energy’ is precisely what you want from a refreshingly inventive media sales team.” — **Jonathan Hardy**, *Energy*, Hong Kong **CONTACT: [jonathan@energy-mail.biz](mailto:jonathan@energy-mail.biz)**

**The industry will recognize the competence and expertise in rep firms.** Most top executives of international media representation companies today will tell you that both knowledge and creativity fuel their businesses. Anthony Turner of Publicitas Promotion Network, London may sum it up best by saying, "As specialists in understanding and explaining developing media opportunities from around the world our role has never been more crucial or demanding."

Knowledge-based businesses are always in high demand, and Michael Karnig of Stockholm's karnig4media suggests that before long we will see rep firms occupying a significant place within the agency holding group. His opinion that a sprawling organization like a WPP will buy a global media sales company holds merit. "We have too much competence, knowledge and objectivity on the buying side to be left out of the equation. Combine that with our percent of remuneration [10-15 percent or more of the media purchase], versus that of a media specialist company [1.5-4 percent of the media buy], and we are a perfect complement."



"Our Milan-based business is dominated by the fashion and luxury segment. Affecting these ad budgets today means significant involvement with fashion editorial, participation at catwalks and organizing events with public relation teams. It is our job to help publishers install their reputation among these fashion and design companies, and we must do what works best with the distinctive personalities in this market."

— **Bernard Kedzierski**, *K.media srl*, Milan

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"As a progressive trend, this business is increasingly about taking on a more integrated and professional approach to both media owners and the advertising community and less about relying on strong in-market relationships. A key challenge, though, is being able to bridge the increasingly sophisticated needs of advertisers and the constraints of many media owners to deliver integrated solutions. However, in reality, most in-house media sales teams also face this issue."

— **Mark Froude**, *Press Start Media*, Singapore

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"Our business has always been about providing customers with one-stop solutions and fast, efficient service. Media convergence has provided a great boost, as we can now service clients more effectively by negotiating rates across multiple titles owned by single proprietors. The future of representation is about providing a wide diversity of internationally-relevant ideas ranging from print to search to events to road shows to blogs to viral campaigns." — **Stuart Smith**, *SSM Global Media*, London

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"Striving to stay abreast of global media developments and being able to translate these into practical benefits for advertisers and agencies has always been our primary challenge. Offerings from our existing media owners have increased due to new media expansion and experimentation, but these complexities have also made our partnerships closer."

— **Matthew Farrar**, *MezzoMedia*, Hong Kong

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"The media landscape is changing rapidly. In response, PubliGroupe is now handling sales of all commercially-usable media on the advertising market and will continue to do so in future. Our services for our 800,000 customers and 2,000 media partners are being constantly extended. A new, innovative strategy for the coming years will take effect on 1 January 2008 designed to better connect media and advertisers.

PubliGroupe will offer four newly-reorganized sales segments to maximize results. They include: 'Search & Find' (directories), 'Media Sales' (for all media types, including creating cross-media options), 'Custom Publishing' (led by Hong Kong-based Emphasis with expansion planned for the Middle East and Europe), and 'Marketing & Digital Services' (which includes e-business services, multi-channel marketing, media investment, media research and media audit)." — **Hans-Peter Rohner**, *PubliGroupe*, Switzerland

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**New ways of packaging and selling media are emerging.** A majority of the companies surveyed discussed how integrated offerings are in greater demand, even if they are not always acted upon. The definition of integration may change somewhat by category or geography. In a fashion-oriented market like Milan, it may mean glossy magazine ads together with events; in London, it is online in combination with other media.

Andrew Butcher of Butcher & Partners, Singapore anticipates how integrated media buys will become more expansive. He sees the feasibility of packaging media offerings from unaligned companies into a single buy whenever a big idea merits such a combination. Traditional media owners have been reluctant to directly sell a package that includes a competitor, although advocating a media genre has existed for some time through TV associations or press organizations. Nonetheless, Butcher sees precedents for this concept in the aggregation of category sites in the online world, and believes it can extend to all types of media. *Does this mean that the media seller also takes on the role of media selector or media strategist in an effort to provide better advertiser solutions?*



“The number of products we handle has effectively doubled in recent years, as every print brand has a complementary Web site. Although audience profiles are similar, the data we hold for each media owner has vastly increased, and a full understanding of how the two platforms work together is imperative. And with online geo-targeting we have to think beyond the borders of where the site is published and sell against audiences wherever they are.” — **David Oliver, Oliver Smith & Partners, London**

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“Globalization and media diversification have expanded our business. Companies looking to enter new markets are more dependent on the professional advice of international media representatives. Multimedia recently shifted its Latin American focus to offer a more global media portfolio. This includes exclusive agreements with media from all BRIC countries — Brazil, Russia, India and China. And these fast-growth markets are indeed creating great advertiser interest.” — **Fernando Mariano, President, Multimedia, Inc., Orlando, Florida**

CONTACT: [fmar@multimediausa.com](mailto:fmar@multimediausa.com)



“I am optimistic about the next eight months for all regions. We then see a global shift, where a potential slowdown in the American economy could reduce the interest in international advertising in U.S. consumer titles. Over the next five years the BRIC countries will benefit from this U.S. slowdown and see a huge influx of international advertising. These countries have a very bright future for new and increased international advertising.” — **Moritz Wuttke, Publicitas Promotion Network Asia-Pacific, Shanghai**

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“We are seeing a greater sense of global consistency in international media buying around the world. For example, a U.S. advertiser can feel confident that the business conditions will be the same in Chicago as they are in London. This affords agency networks the ability to directly serve their clients in a local office as opposed to one overseas. We are also seeing how it benefits independent U.S. agencies, who can confidently buy international media.”

— **Laurence Wm. Cohen, Northeast Media, Inc., Fairfield, Connecticut**

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“Representatives need to share their efforts and activities with their media partners to maximize success. Publicitas Latin America has successfully implemented with GDA/Grupo Diarios de America a dedicated intranet to share all proposals, presentations and activities for collaborative strategies on how to best service all existing and potential advertisers. Transparency and engagement are increasingly the means of effective partnership in a more complex media world.” — **Monica-Doria Trujillo, GDA-Grupo de Diario Américas, Miami**

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Michael Karnig also predicts that independent media sales will become truly borderless. He says, “Exclusive geographic territories will disappear as independent companies become hired for their contact network rather than for the physical location of their office.” Already he is working from Sweden with a Swiss company to book business in German and U.S. media. Crossing territories may present challenges to some organizational structures, but it does offer seamless points of contact throughout the marketing chain, which generally benefits the advertiser.

A number of progressive sales ideas are being adopted from the online world. A segment with less history is often more flexible in its approach to revenue generation. Independent representatives have the rare vantage point of seeing how all segments work, and can apply appropriate tactics to other media. Increasingly, many are packaging digital media for local demographics. Big content sites often have significant traffic outside their market of origin. By packaging “internationally-minded locals,” it is the reps who are actually creating an entirely new media subset.



“To survive in this business, it is crucial to source new business. Over the years, clients campaigns come and go, therefore to ensure a relatively even distribution of business income over the year, it is necessary to source new business or successfully sell ‘big ideas.’ ” — **Kim Kenchingto**, *MediaWorks Asia Limited*, Hong Kong

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“Future business will come from creative solutions — even though they are more complex to develop and require a longer decision-making process. Planning and buying in a global world is not always a matter of regional expertise, but often about how better deals and lower taxes in another market can impact an advertising bottom line. A German campaign bought by a New York agency or a Dutch campaign bought from Singapore are real examples of this new global efficiency. Unfortunately, there is not yet an effective structure to compensate for the local involvement required to make these campaigns happen.” — **Elisabeth Reinhard**, *Reinhard International GmbH*, Heidelberg, Germany

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“Although we are optimistic about the future, we face a number of current challenges. Media owners are under pressure to grow their international revenues, so we live with constant demand for new and different advertising concepts and opportunities. Although this can be exciting, we also operate in a more decentralized media buying world. Many European clients have lead agencies in London, so we can face discrepancies between international and local pricing. We often deliver more, but get paid less.” — **Sabine Fedrowitz**, *Mercury Publicity (Deutschland) GmbH*, Bad Homburg, Germany

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“Being at the right place at the right time is our biggest challenge now. We work much more in collaboration with several countries, which means a headquarters final decision in Switzerland, a coordinating agency in London and a buying agency in the country of the campaign.”

— **Eva Favre**, *Affinity Primemedia-Savigny*, Switzerland

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“Decentralized media placement has hurt the U.S. international media sector and rewarded some global markets like London. Online advertising is an exception. It is driven by efficiency, including lower planning costs, and sophisticated metrics that measure ROI. When it is made clear that U.S.-based online agencies can, in fact, provide low costs and a high ROI for international campaigns, then more U.S. corporations will organize their global online advertising from the U.S.”

— **Melissa Worrell**, *World Media*, New York

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**Challenges of online migration.** London and San Francisco are two markets with substantial online media activities. Ralph Lockwood of Husor's California office tells internationalist, "Clearly, migration to the Web is the big story. Our sales in 2007 to date are more than 35 percent digital, compared to 12 percent in 2005. This trend will only continue." He also emphasizes that "many advertisers are talking about or already implementing 50 percent to 100 percent online budgets."

Yet, while online migration may be an opportunity for some, it can be a challenge for others. Lockwood raises a concern from his U.S. vantage point that he believes could radically affect the industry. He is noticing the potential for an online divide between larger, Internet-connected countries and smaller international markets.

"My concern is that the volume of online traffic is not sufficient in smaller markets to invest in significant, high-quality Web properties. This means that key content providers, like publishers, cannot easily shift their business model from print to Web. As major U.S. advertisers move away from print, it could leave these media owners with dwindling print income and insufficient online income — driving some out of business. U.S. advertisers may not realize that their current online emphasis could mean they are left with fewer and less efficient media outlets in all but major markets."



"Our business is changing. New online clients and agencies have appeared with new demands, but also with less understanding of the international market. Traditional media practices now mean centralized planning with decentralized buying. With this level of change, we are happy if we can realistically forecast the next three months!"

— **Frederic Lahalle, Affinity Media, Paris**

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"Today, there is a conflict between specialization and one-stop shopping. Some media owners have outsourced their online offerings to digital representatives, while a different independent rep works with print products. Yet international media planners and buyers generally want to deal with someone who can provide compatibility." —

**Kristian Wentzel, KWP Media, London**

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"Media owners are acutely aware of the costs of operating their own offices and the consequences of downsizing or closing an operation in volatile economies. By having access to media from multiple markets, across multiple platforms and in multiple categories, strong independent reps can weather change. Our biggest challenges are today's focus on short-term planning/short-term results and political/economic uncertainty." —

**Peter Jeffery, Asia Integrated Media, Ltd., Hong Kong**

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"About 15 years ago, the much respected Derek Bowden, then international media director at Saatchi & Saatchi, asked in a trade press article: 'Is the Media Rep Dead?' It shook the industry up, but the answer now is clearly still the same as then: 'We are actually very much alive.' The only difference is we are now powered by a strongly beating digital heart."

— **Anthony Turner, CEO-Publicitas Promotion Network Europe, London**

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"The future of independent international media representatives is even stronger now than a few years ago. More media owners are closing their own offices in favor of independent reps as they recognize the benefits of cross-selling. Agencies also realize that we have very senior media owner contacts and can often push through new ideas faster. A successful media representative is more akin to a senior diplomat than a salesperson." —

**Joanne Hedges, Smyth International, London**

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"The challenges confronting all in the marketing communications business are just as big for media reps. I feel that the many firms that serve their media clients have adapted well to fast turnaround times, innovative communications solutions, the need for real "team work" and all the other pressures facing everyone — without any compromise to quality or service. But watch this space — the scope of industry change is only just emerging."

— **Michael Lee, President Lee and Steel Inc., New York**

CONTACT: [medialee@aol.com](mailto:medialee@aol.com)



“The outlook for future business is very exciting. Advertisers today are able to target specific professionals, neighborhoods, gender, age groups and even individuals through various types of media enhanced by technology. The value for both traditional and non-traditional media will be placed on the ability to specifically target and talk directly to the consumer buying your product and/or service.” — **Grace Palacios**, *Charney Palacios-Publicitas Latin America*, Miami

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“In almost 20 years of running an international media representative firm, I have learned that we make a difference. Of course, working with quality media is nice, but doing the job right is really what counts. If we continue to say and do the right things, with the right staff and clients, and in quantities that mean market impact, then I am very optimistic about the next 20 years.” — **Ralph Lockwood**, *Huson*, San Francisco

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**ROI changes compensation structures.** Any form of remuneration that involves multiple markets with varying degrees of influence is rarely easy or formulaic. Yet, more international reps are seeing a fairer, more enlightened approach to this complicated issue. Anthony Turner of Publicitas Promotion Network Europe outlines the transition from old to new: “Historically the original premise of any representative to a media owner was ‘You only pay me when I give you an order,’ which was a physical piece of paper. Increasingly today and certainly tomorrow, who has the piece of paper ceases to be relevant; it’s just another electronic tag somewhere in cyberspace. What really matters is did we influence a buy? Did we shift planning or buying behaviors?”

“To make that real and accountable we continue to develop more sophisticated reporting and monitoring systems and are launching individual secure CRM-driven Web sites to give our global media partners live access to ‘real-time’ sales data. In the future with bigger and deeper turnkey partnerships, who has the piece of paper no longer counts.”

Perhaps, though, Mark Froude of Press Start Media, Singapore says it most concisely: “I believe there are alternative remuneration models that, in part, rely on representatives repositioning themselves as outsourced business partners for their media clients.”

“Repositioning” may be a key word indeed as we continue to watch how the world of independent international media representation is changing.



“The Telegraph Group works with numerous independent media reps throughout the world, and in the past two years, we have seen an increase in online revenues, more sales of multimedia packages and greater accountability through key performance indices. Although publishing organizations can be slow on coordination, we are always looking for better ways to build solutions with our rep partners. For example, I can foresee the need for creating new opportunities through specialized category offices, such as in building advertising for overseas properties.” — **Nick Edgley**, *International Advertising Director, The Telegraph*, London

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“The biggest increase in demand on independent reps (or the local offices of foreign media) is to provide online and integrated offerings. While some have tackled this challenge well, others have found the transition very difficult. The request for the six-page four-color campaign is now almost a thing of the past as the demands for ROI — (lead generation, increased brand awareness, etc.) — can rarely be achieved through a simplistic above-the-line approach.

The greatest challenges when working with reps include:

- Securing rates and conditions that match or better those offered locally.
- Ability or experience to handle complex online campaigns.
- Ability or experience to put in place creative, cross-platform offerings.
- Ability or experience to create effective lead generation programs.”

— **Mike Jarvis**, *Media Director, Banner Group*, London

CONTACT: [mike.jarvis@b1.com](mailto:mike.jarvis@b1.com)

“Independent reps have to work as closely as possible with clients, agencies and publishers, while providing all three groups with immediate, professional and personal service — simultaneously. This role requires that they be in constant contact, develop key intelligence about clients and budgets for varying markets, and present the best package to fulfill an advertiser’s campaign objectives. We recognize that if they manage their businesses well, we as publishers succeed.” — **Katja Natus**, *International Advertising Manager, Recoletos Group*, Spain

CONTACT: [katja@recoletos.es](mailto:katja@recoletos.es)





**Optimedia**  
never settle, never stop...

1

**Concentrate on outcomes, not outputs.**

Brand awareness, ad awareness, coverage and frequency, cost per thousand (or ratings) and cost per click are marketing measures that are often used to justify marketing spend. But these units of measurement are just not as relevant to boards, which are far more interested in one measurement unit: shareholder value. Marketers need to have a clear idea of what they want to achieve from their investment right from the start. That can only happen if they have clear measurable objectives that have a direct line of sight

# invest, don't spend

## Eight investor tips to profitable marketing communications

*"Marketing is still seen by many companies as a cost rather than an investment," says Antony Young, president of Optimedia-US in New York. "It tops the list of types of expenditure most likely to go in a downturn. There are two key reasons that explain this predicament. Firstly, company boards have lost confidence in marketing. Upgrading new stores, improving distribution logistics, trade incentives and price promotions are seen as better alternatives to traditional marketing. Secondly, many marketers have failed to demonstrate a clear line of sight between marketing and the bottom line."*

*Young believes that "companies need to improve their management of marketing communication portfolios. They need to understand better the potential return of different channels — direct, event, PR, digital, promotions, trade marketing etc. — in reaching out to customers and the level of risk associated with strategies."*

*To assist marketers in learning to think this way, he has authored Profitable Marketing Communications: A Guide to Marketing Return on Investment (Kogan Page Publishers, June 2007, \$39.95), a book that introduces investment disciplines and strategies to marketing practices. This column was excerpted from the book.*

to improving profitability. The non-marketing management of companies must be able to understand and own any metrics adopted. Once marketers start speaking in language that resonates with CFOs, the information that they share instantly becomes more meaningful.

2

**Forget consumers; target customers.**

Smart investing is about putting your money into higher-profit, lower-risk opportunities. The best opportunities for growth and profit are your existing customers. Many companies are preoccupied with acquiring new customers when in fact their resources would be much better deployed if they concentrated on their existing customer base. These customers have already been persuaded to choose your company over the competition, so it follows that they are

more inclined to spend money with you. A strategy that gets closer to "customers" as opposed to talking to "consumers" focuses the organization on the front line.

3

**Manage your communication investment portfolio.**

Marketers have a wide choice of investment options open to them: advertising, direct response, events, sponsorships, PR and digital media, to name but a few. Smart marketing investors evaluate all the potential vehicles and their potential payback before making a commitment to particular investment choices. Tracking each investment through robust measurement tools verifies whether a channel's performance is strong enough to stay within the portfolio. Marketing investors need to be flexible enough to change a particular channel if it isn't working hard enough. If they can see

B Y A N T O N Y Y O U N G



better potential returns in an alternative channel, the investor should be prepared to switch investments to maximize the overall performance of their marketing communication investment portfolio.

**4 Differentiate any way you can.** The safest investment decisions *appear* to be to follow the crowd. Despite the returns from this strategy being — at best — incremental, this is the course of action chosen by most marketers. The worst-case scenario is when a company's brands end up competing with each other, particularly in larger organizations where there is more overlap between products, and it becomes much harder to achieve differentiation. Don't fall into the trap of safe, expected marketing choices. You're only adding to the commoditization of your product or service. If consumers can't perceive any difference between your brand and a competitor's, then there can't be any advantage. If there's no obvious advantage, your pricing will be pushed downwards.

**5 Engagement and experience are the new 30-second ads.** Capital gains come from creating connections with consumers. Greater accountability can be achieved by focusing less on delivering advertising to audiences and focusing more on how consumers receive those messages. That means understanding and utilizing all available consumer touchpoints, from in-store to the Internet, mobile phones to magazines. Consumers' ability to block out advertising has reached Olympian standards, whether it's flicking past ads in the newspaper or zapping through

commercial breaks on TV. Consumers have had decades of advertisers trying to sell them things through mass media. Now advertisers have to entice them with a much more powerful proposition.

**6 Apply a "focus investing" approach.** Focus investing is about resisting the temptation to diversify and instead simplifying your marketing portfolio with a collection of proven investments. Focusing on one or two things and executing them well generates results. Marketers could benefit from this investment approach, because realism dictates that there simply aren't enough marketing dollars to support every product and reach every target. Mobile phone handset brands have grasped this principle. Although they may have an extensive range of handsets, the likes of Nokia and Motorola will tend to put the most marketing spend behind the handset with the most innovative design. This also has a "halo" effect on the entire portfolio of handsets.

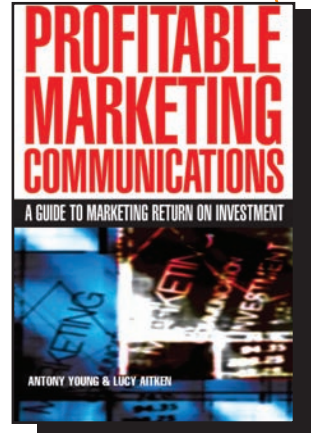
**7 Establish a measurement culture.** Different marketing investments need to be evaluated in terms of how they are working now as well as how they are performing against expectations. This will lead to a decision as to whether to maintain or ditch particular elements of the marketing investment portfolio. Brand-by-brand econometric analysis can play a role here in helping to inform future spend. It can also assist decisions such as determining the advertising versus promotions spend ratio. Of course,

analysis shouldn't be confined to your own brand portfolio. Keeping tabs on the marketplace and a careful watch on what the competition is up to is just as

important. Sales response curves can be built from information such as competitive activity, on-trade and off-trade promotions, and research that indicates whether consumers would feel more inclined to use more of your product on specific occasions. In consumer goods advertising, this method can be an effective way of assessing different strategies over three or five years in terms of deciding whether or not they should invest consistently.

**8 Leverage your employee capital.** If a marketing strategy motivates staff, customers have a better experience and are more inclined to be loyal. If customers are more loyal, they generate more profit for the company. If more profit is generated for the company, shareholder value increases. Retail outlets and customer-facing businesses in particular have to rely heavily on creating a consumer pull. Value can be driven by appealing internally as well as externally, and employees should be regarded as part of the target market for big advertising campaigns.

**Antony Young** can be reached at [Antony.Young@optimedia-us.com](mailto:Antony.Young@optimedia-us.com).



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## media agencies' new role

They have to foster greater engagement between traditional sellers and buyers



Creatives have always been slow to adapt to new creative requirements. In the past, this happened with commercial television and radio, and now with new media.

Where is all that creative genius that filled Madison Avenue and Berkeley Square? Are they now in specialist creative, media, media owner and digital companies?

To beat the high cost of creative at agencies, the broadcast media started to use the new technology to produce commercials at a fraction of agency prices, allowing smaller brands to be able to afford broadcast. Other media soon followed suit.

### What's Next?

Is it time for a new wave of creative shops and more creative focused agencies like the currently very successful Crispin Porter and Bogusky in the U.S.A.?

More is increasingly demanded of the media owners but they do not always have the ability, talent or dedication to translate their ideas into effective and usable media packages, across the wide variety of media platforms offered.

If a client can leverage his required targeting, value and return on investment, buying into a media owner group's properties can seem an attractive, smart and simple solution. However, it is never that easy.

*Media owners have never trusted agencies to sell their media wares as well as they can; they have always sold direct to clients. Do strategists, planners, creatives and the like now reside in the media owner domain? Have the agencies, and particularly their creatives, stopped meeting their clients' needs? Jeff Upward, director of Total Media Group in London, offers some perspective.*

## Critical Thinking Is Needed

As more media owners package and cross-sell their offerings, there is a greater demand for the smart media agency to evaluate and decide which package most effectively achieves the client's goals. Brands need response, but response-focused products also require brand saliency in an increasingly competitive and media-savvy world.

It is essential for the client to get an impartial and objective perspective of what exactly is being offered. The media agencies that extend their expertise to meet the demands of the digital revolution are the best equipped to meet these requirements.

Media communicators have already contended with above, below or through the line brand, response or brand/response. Now the challenge is integrated communications. However, there are three major issues driving things — the digital revolution, globalization and importance of intellectual property.

## What's It All About?

The new media make communication planning, rather than media planning, the key. It's about data and evaluation. It is also about branded content, video on demand and mobile audiences.

For all the research and accountable measurement that is available, clients at the recent IAA Marketing Summit in New York stated that they need more usable data and evaluation. The concern, as always, is the difficulty in getting enough industry standard data that is usable across market sectors, given the highly competitive nature

of companies and the marketing sector in general.

## Is the Power of the Media Owners Too Great?

Who's afraid of the Google.com and Salesforce.com alliance? Or is this Google just recognizing the "long tail," rather than arrogantly seeking to do business only with the top spenders?

## Who Would Have Believed It?

Now there are full-service media owners, media owner alliances, agency group media owners and creative services from outside of the creative agency. What's next? More adjustments in companies' business models, resulting in more flexibility in their business practices, as everybody tries to come to terms with an ever-changing communications world.

It's not only about increasing customer engagement, it's also about greater engagement between the traditional sellers and buyers.

Indeed, it is the most fascinating, stimulating and demanding time to be in media communications.

**Jeff Upward** can be reached at [jeff.upward@totalmedia.co.uk](mailto:jeff.upward@totalmedia.co.uk)

“The new media make communication planning, rather than media planning, the key.”

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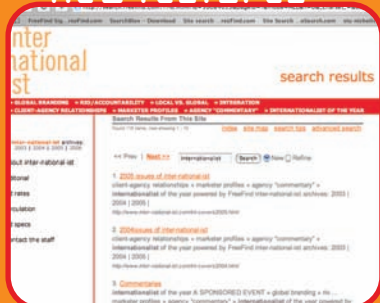
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## PEOPLE AND PLACES



6



OPMA LISTENS TO LORD COE'S OLYMPIC IDEAS  
On May 8th, the Overseas Press & Media Association met for lunch at London's Lanesborough Hotel to hear from Lord Sebastian Coe, past Gold Medal Olympian and now chairman of the Organising Committee of the 2012 London Olympic Games. Lord Coe was instrumental in securing the bid for the London Games, a feat he admitted to find more exhilarating than his breaking more than a dozen world records in the field of running.  
(All photo identifications from left.)

- 1 Alex McKibbin, Axel Springer and Lord Coe, chairman of the Organising Committee of the 2012 London Olympic Games.
- 2 Rob Walker, Just Media and David Hardy, Gruner + Jahr.
- 3 Bob Wootton, ISBA; Kristian Wentzel, KWP Media; Oliver Cleaver, Kimberly-Clark and Barry Cupples, Omnicom Media Group.
- 4 Maya Biltoo, Il Sole 24 Ore and Annabelle Lees, Sky News/National Geographic Channel.
- 5 Peter Minett, LeaderMedia and Matt Findel-Hawkins, Nikkei Business.
- 6 Matthew Edgar, Direct Marketing International and Sandrine Marchal, Oliver Smith & Partners.
- 7 Jodie Sinyor and Paul Godino, both Newsweek.
- 8 David Oliver, Oliver Smith & Partners and David McMurtrie, Double Click.
- 9 Yosh Ikegami, Yomiuri Shimbun and Naotaka Kawada, Asahi Shimbun.
- 10 Bernard Steel, UK Transport Press, Ltd.
- 11 Stephen Norman, Atos Origin.

7



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10



11



nation branding

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london

November 16th, Langham Hotel



**Program Highlights**  
**COMPETITIVE IDENTITY:  
THE NEW BRAND MANGEMENT  
FOR NATIONS**

SIMON ANHOLT will demonstrate how combining branded exports and place branding creates fast-track economies.

Simon Anholt is regarded as the world's leading specialist in creating brand strategies for countries, cities and regions. He has never before agreed to share his vast expertise in an exclusive one-day session.

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**PART 2. Policy & Strategy**  
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PEOPLE AND PLACES



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4



5

BRITISH AIRWAYS DISCUSSES A CHANGING BUSINESS

Woody Harford, British Airways' senior vice president – commercial for North America, presented his views on “Re-launching and Re-energizing a Well-Established Global Brand in the Ever-Changing Airline Business,” courtesy of the IAA New York Chapter. A member of the British Airways Leadership Team, his responsibilities include pricing, sales, marketing and public relations. Prior to his move to British Airways in 1990, he worked in media and account management at both McCann Erickson and Grey. (All photo identifications from left.)

- 1 Gloria Anderson, The New York Times and Antony Young, ZenithOptimedia.
- 2 Woody Harford, British Airways.
- 3 Gwyn Jones, British Airways.
- 4 Rodric Leerling, Nikkei Business and Judy Russo, Booz Allen Hamilton.
- 5 Amer Yaqub, The Washington Post; Molly Meloy, CFO Magazine and Jill Henry, IAA-New York Chapter.



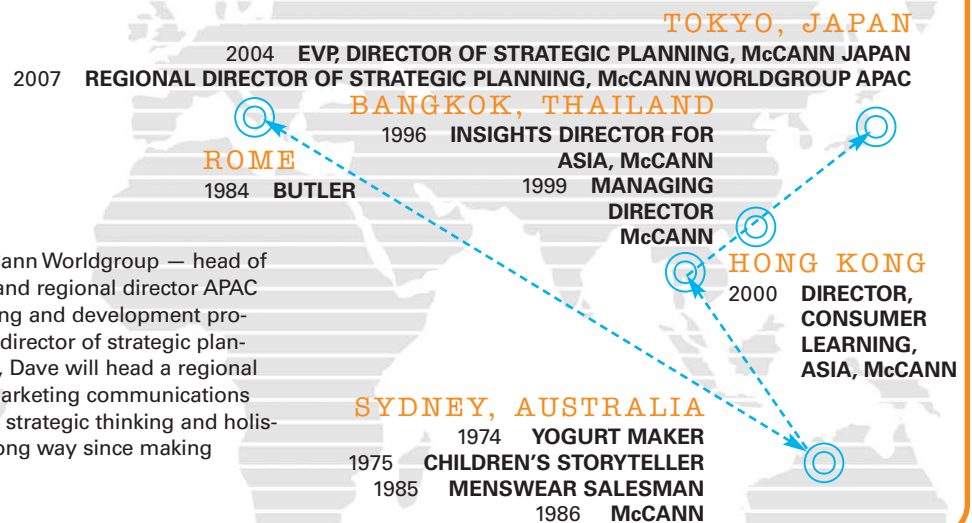
ABIDIN HIGHLIGHTS ADVERTISING EDUCATION IN TOKYO

Indra Abidin, senior vice president of the IAA Executive Committee and president of Fortune Indonesia, addressed the Annual General Meeting of IAA Japan Chapter, to comment on the chapter's commitment to advertising education through professional development programs. Chapter officers were present, including Toshiaki Ogasawara, chairman of the Japan Times and Tateo Mataki, president & CEO of Dentsu, Inc.



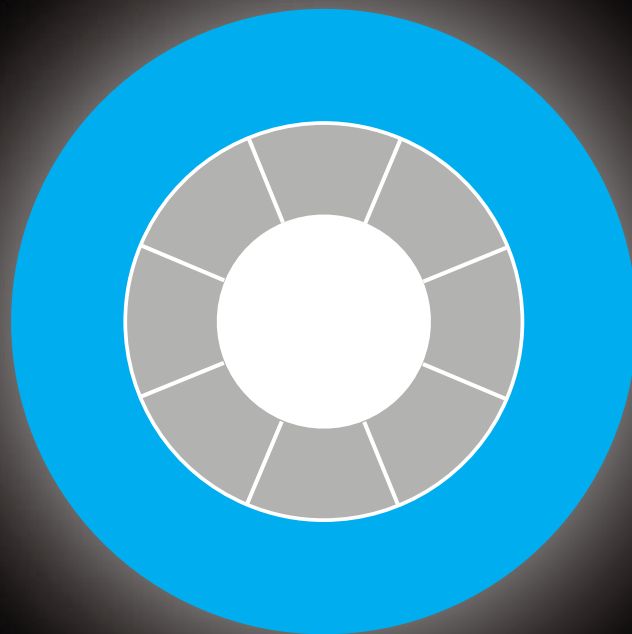
DAVE McCAUGHAN

CAREER TRACK



Dave McCaughan holds a number of titles at McCann Worldgroup — head of strategic planning for McCann Erickson in Japan and regional director APAC for Human Futures Development, McCann's training and development program. Now he will be adding another — regional director of strategic planning, Asia Pacific, a new position. In this new role, Dave will head a regional strategy council across all McCann Worldgroup marketing communications companies in APAC. The council's focus will be on strategic thinking and holistic communications solutions. Dave has come a long way since making yogurt in Sydney!

CONTACT: [dave.mccaughan@ap.mccann.com](mailto:dave.mccaughan@ap.mccann.com).



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PEOPLE AND PLACES





GALA OF THE GODS

The IAA New York Chapter hosted its annual Summer Ball at Chelsea Piers' Lighthouse on the Hudson River. (Views were of the Statue of Liberty, not of the Acropolis.) This year's country theme was Greece, and the festivities included traditional Greek dancers, Mediterranean cuisine and a raffled trip for two to Athens on Olympic Airways. Donations were also made to local Greek charities. (All photo identifications from left.)



- 1 Sean Sympson, Initiative Media and Mike Paradiso, CA.
- 2 Annabelle Lees, Sky News; Bill Cronin, MasterCard and Paul Greenberg, NYC & Company.
- 3 Jeff Stevens, Petry Media and Gretchen Parks, Citibank.
- 4 Graeme Hutton, Universal McCann; Claire Hutton; Jim Speros, MMC-Marsh McLennan Companies; Noreen Speros.
- 5 Todd Heger, ESPN and Kit Haines-Bornheimer, AT&T.
- 6 Abby Barnett, Citigroup & Erica Weed-Stern, The Economist.
- 7 Dick Soule, YouTube and Kal Amin, Google.
- 8 Mike Vaughton and Emma Siggins — both Eurosport.
- 9 Valentin Polyakov, Petry Media and Sofia Freyder, Western Union.
- 10 Catherine Merchant-Jones, Prudential and Gail Day, Condé Nast Portfolio.
- 11 Andrew McLean, Mediaedge:cia.
- 12 Trevor Fellows, Bloomberg Television.
- 13 Ane Elorriaga, Mediaedge:cia; Jason Webby, The Economist; Verushka Spear, Discovery Networks International.
- 14 Carsta Ruijsestein, Forbes.
- 15 Russ Stein, BBC World.
- 16 Alex Clemente, Harvard Business Review; Lissa Short, CFO; Larry Levy, LJI Associates.
- 17 Tim Hart, Financial Times and Gavin Bishop, Google.
- 18 Nigel Ponder and George Jeffrey — both National Geographic Channel; Hannah Shackelford, Mediaedge:cia.
- 19 Alison Yobage and Tim McCann, both ESPN.

## OPMA – First choice for overseas advertising

With a history going back 80 years, The Overseas Press and Media Association (OPMA) can rightly lay claim to being one of the pre-eminent organisations for anyone working in international advertising in the UK. OPMA aims to promote the highest levels of professionalism amongst its members, who comprise the majority of the UK sales representatives and UK offices of international media. Member companies undertake to be bound by OPMA's constitution and acceptance into membership of OPMA is a clear sign to the industry at large that the member company has rigorously checked references and can fulfil OPMA's exacting standards of practice.

For advertising agencies and clients, our rigorous vetting of potential members ensures a high standard of professionalism and integrity which can be relied on. A large number of such advertising agencies and clients are also associate members of OPMA, being kept informed of OPMA news, events and business.

For OPMA members themselves membership allows access to the Council who provide help, advice and, when required, arbitration.

The council governs the association and comprises of constitutionally elected individuals drawn from its membership who act as directors of the association.

The annual OPMA Guide, which is widely acknowledged to be the finest in the field, is the publication international planner/buyers in the UK turn to first for unparalleled accuracy and information. This, allied to our regularly updated and acclaimed website, means now more than ever that OPMA plays a pivotal role in international media in the UK.

For further information on the Association and membership please contact Sarah Hoole at [sarah.hoole@opma.co.uk](mailto:sarah.hoole@opma.co.uk) and for information about the OPMA Guide please contact Jackie Dunn, publisher of the guide at [jackie.dunn@opma.co.uk](mailto:jackie.dunn@opma.co.uk)





## tokyo, coolest bargain capital

This city is back, with fun and a flair that won't break your wallet

Hey kids, Tokyo is back, and at a much better price. Remember Tokyo? That flashy Asian capital, featuring stratospheric hotel prices, blowfish on the menu and Harajuku girls? Well that's all over, and in its place is a more demure, sophisticatedly humbler gem. After the economic bubble burst in 1989, everyone watched as Japan settled into a prolonged period of slumber, punctuated by youth angst, Japanese School Girl Watch and vending machine Blade Runner clichés. While Rip van Yen paused, the world caught up, making Tokyo today a bargain.

above Shibuya Station, is new and offers very efficient service at a most reasonable rate.

### Arrivals

One thing is still expensive: getting into Tokyo from Narita. Like Charles de Gaulle, its sister hub of mid-century over-design, Narita Airport is a lesson in frustration. It's so big, so far away and so convoluted, one is tempted to take a taxi direct from the arrivals exit and forget it. Not bad, except for the US\$200 price tag.

The Tokyo Express is the other option, but only until the evening, as it knocks off early and anything still running will take you all night. You could ask for a private car service upon arrival, for which we recommend **BeSpoke Tokyo**, which also functions almost like a private concierge and has VIP access to just about anything you need. They will deliver you swiftly and cleanly into the lap of "no worries."

### Hotels

The **Park Hyatt**, home to many scenes from "Lost in Translation," remains the gold standard, but we recommend just hitting the bar and bedding down elsewhere. **Claska** is one of the city's few boutique options, and with just nine rooms, guarantees individual attention during your stay. Claska is also well located to some cool unnoticed areas such as Meguro Dori and Naka Meguro.

If you're looking for easy, two options rock. The **Four Seasons Marunouchi** is a 10-minute walk from Ginza and located right next to Tokyo Station. For the more budget-minded, the ginormous **Shibuya Marks City**, located

### Cuisine

With its myriad of restaurants one can eat happily and well for anywhere from \$5 to \$5,000. On the high end, check out the new **Roppongi Hills Club**, situated in the lofty environs of the new Roppongi Hills development. (It's also home to the adjacent **Grand Hyatt**, which has the best pool — EVER). The Club offers several restaurants with varying cuisine, and is the perfect place to gape at the views.

Charles Speckley, who runs **BeSpoke Tokyo**, weighs in with some good advice. "The Ebisu area is recommended for foodies," he says. "You could eat in a different restaurant every night for a year in Ebisu and never have a bad meal. My recent favorites include **Tooth Tooth**, remarkably large for a Tokyo restaurant and with an eclectic menu of Japanese-influenced Western dishes and the longest bar I have seen in the city. **Wasabiya** specializes in dishes from Shizuoka Prefecture and you won't find fresher ingredients. It also has a very interesting sake selection. **Dal Matto** is a tiny restaurant whose young Japanese chef cooks world-class Italian food. There is no menu; it just depends on what he picks up at the market in the morning."

### Nightlife

Due to tight parameters, the nightlife scene in Tokyo used to mean private (read Japanese) membership or very small, almost dank locations in Roppongi and Shibuya. That's largely still the case, but new bars with bigger

floor plans are popping up everywhere. Still, in Nishi Azabu there is one of Tokyo's oldest clubs, **Spacelab Yellow**, and it remains worth a visit. **Womb**, in Shibuya, is ridiculous and well worth checking out, as well.

Charles adds a few thoughts on Ebisu: "After dinner, the area's standing bars are fun for drinks. My favorite is **Buri, Q** has an interesting design, and if you want somewhere to sit, **Heaven's** makes a killer cup of coffee and has an eclectic music policy.

### Otherwise

The big deal in Tokyo right now is the shopping. If you are looking for amazing stuff, buy Japanese and forget about the imports. The fashion scene in Shibuya has shifted more toward men with the opening of **Shibuya 109** for men. It is all about rock and roll, black, metal and hardcore fun.

For more serious fashion, check out **Undercover** by Jun Takahashi. Everyone wears Marc Jacobs, but what does he wear? Jun Takahashi. He's the hottest there is. Also check out **Number 9**, **Sosu** and **Green**. There is so much great design in Tokyo you'll be tempted to ship furniture back, from stunning shiny lacquered furniture to well-thought-out contraptions galore, but remember — just because it's beautiful and cheap doesn't mean you need it.

**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.

B Y S T A N S T A L N A K E R

# This might be the last print ad on Earth

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