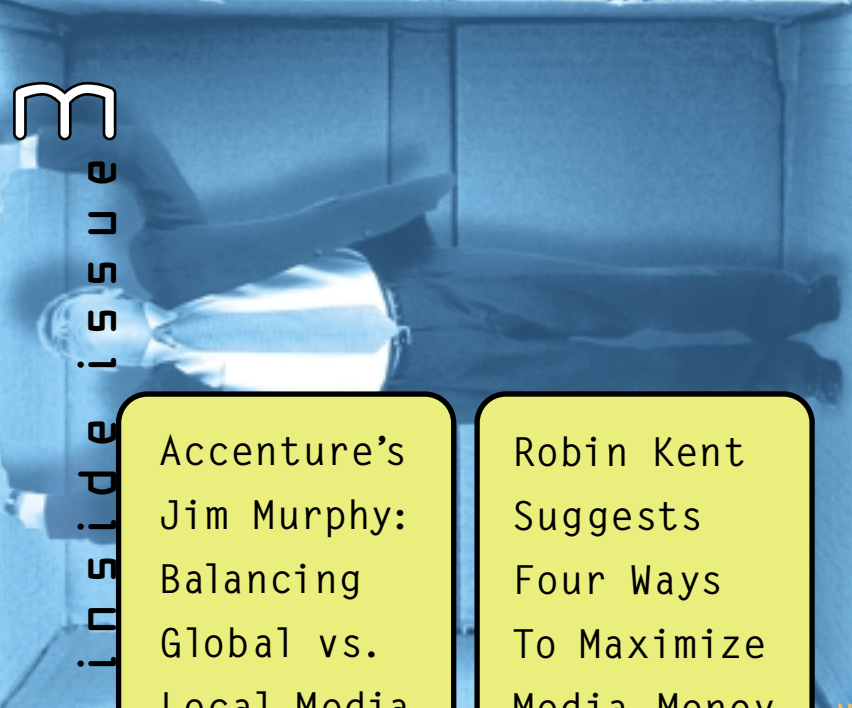


inter national ist



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BRANDING
WITH
SHRINKING
BUDGETS



inside issue 3

Accenture's
Jim Murphy:
Balancing
Global vs.
Local Media

Robin Kent
Suggests
Four Ways
To Maximize
Media Money

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FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

may/june 2003

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Branding with Shrinking Budgets

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JIM MURPHY tells how Accenture balances global and local media

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Universal McCann's ROBIN KENT on maximizing media money



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cover photo: patrick mcdonogh/photonica

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Cover Story: 21st Century Imperatives for Building Strong Global Brands

Editorial submissions are encouraged. Submissions may be edited for length and style.
Send your story suggestions and ideas including photos and calendar items to
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IMPORTANT DATES

september issue

AD CLOSING: July 11

MATERIALS DUE: August 1

october/november issue

AD CLOSING: September 22

MATERIALS DUE: September 30

Contact: advertising@inter-national-ist.com

OUR CONCEPT OF COMMUNITY

“Globalization is more than military and economic strength. It is interdependence that results in stronger bonds of community”

—FORMER U.S. PRESIDENT WILLIAM J. CLINTON
at an address to the Asia Society, New York, May 12, 2003

The concept of community was certainly at the heart of our undertaking when we created *inter national ist*. We truly believed then and believe even more so now that a magazine *by* and especially *for* our special community of international marketing communications professionals can contribute to the vitality of our businesses.

At a recent gathering, Bill Clinton told a story that illustrates another dimension of community, and how it can touch all of our lives.

While about to depart from a recent trip to West Africa, Mr. Clinton noticed an enthusiastic well wisher, frantic to attract his attention as he boarded his plane. He stopped, encouraged the person to approach, and found himself facing a woman with a package under her arm. “President Clinton, you forgot your shirt.”

When she saw his puzzled expression, she explained, “The aid your foundation provided enabled our village to create a shirt factory. Dozens of women are now working there. It has changed our lives.” This is a woman, Clinton said, who now feels good about the West, understands the value of work and wages, and will instill those principles in her children. She’ll increasingly see the importance of extended education for them, and chances are, despite the overall conditions of the area, her children will not be raised as potential terrorists, but as contributors to our world.

He keeps that shirt in a place in his home where he can see it every day. “We can’t just stop bad things from happening,” Clinton said. “We must make good things happen.”

And sometimes it simply takes a shirt to do so.



deborah malone
PUBLISHER



nancy s. giges
EDITOR

I want to take the opportunity to congratulate you on the excellent job you are doing in publishing inter national ist. It's obvious that much thought and effort continues to be the driving force behind this very dynamic publication.

GRACE PALACIOS
Charney Palacios, Miami

I am hearing very positive feedback from agencies and our office in New York.

JAMES GRIFFITHS
Time International, London

These words to tell you how much I enjoyed reading your publication. The way international/global issues are covered and developed is complete, informative and unique. Best ideas and marketing strategies have no real value as long as we don't know the people who are behind them. inter national ist does very well in this field, giving exposure to the people who are key to our industry.

MICHEL SIEGFRIED
International Advertising Director
National Geographic, Paris

We just received our March-April issue of inter national ist. Congratulations! It is very impressive...Great edit. Great advertising. Great production.

CONOVER BROWN
World Media, New York

I look forward to your next issue. Our members loved your magazine.

ASMAA H. ABU GHAZALEH
Executive Manager
IAA Jordan Chapter, Amman

Well, well, well! Congratulations on your bravery.

JOSEPH PALLEY
Xtreme Information, London

What a great looking magazine, congratulations. It's not only good looking but a good read as well.

LYNNE HALBERT
Newsweek, New York

We have received the second edition of inter national ist! Thank you for the good and interesting issue. The magazine is useful.

LAILA OZOLINA
Director, Golden Hammer Festival
Riga, Latvia

I have just received notification that I will be receiving a copy of inter national ist! I can't wait to get another one!

JOHN ELLERY
Managing Director Europe
Poster Publicity, London

Another great issue! Congratulations.

LARRY LEVY
New York

I've been enjoying my copy of inter national ist.

ANDREW BARTON
Riddle International, London

Fabulous second issue. The buzz is it's much improved, and it is!

DOWIE JONES
media-hound inc., New York

technology, expansion adding new dimension to outdoor posters

Advertisers in Europe are turning to the oldest medium of all to reach a mass audience: Posters. In Britain, outdoor advertising took over 8% of ad revenues last year—its highest ever share. Worldwide, outdoor advertising is worth US\$19 billion, 29% of it spent in the U.S.

Outdoor firms like France's JC Decaux describe their poster sites as "the last mass medium." As TV viewing has fragmented and devices such as personal video recorders threaten to bypass ad breaks, a prominent poster site can still reach a mass audience. With fewer, bigger players, the industry also can offer international packages that would have been impossible ten years back.

Furthermore, technology is allowing advertisers to add interactivity. In Singapore, Straits Media has partnered with interactive marketing agency AKQA to develop the country's first interactive outdoor board.



Using AKQA technology, the "e-beaming" board allows consumers to "download" information from posters by pointing a handheld device such as a mobile phone or

PDA at a small box. The companies linked up with Palm for a test during Chinese New Year, which allowed Palm OS-based users to download Chinese fortune forecasts.

Another test tied to Valentine's Day encouraged couples and friends to test their compatibility by answering a few questions. Users could beam the results to friends.

In London, Underground commuters have been getting breaking news headlines on posters following a deal between Viacom Outdoor and the *Evening Standard*. Posters featuring LED displays carry the news, which is updated remotely by the *Evening Standard*.

In a still more spectacular development, Ford of Britain and Clear Channel are piloting a format called a digital ink billboard. The board can be changed instantly to take account of viewer reaction,

time of day, location, sales results, or current events. The displays allow Ford to instantly change the models and prices of vehicles advertised at the touch of a button.

For media buyers, outdoor is about making buys across wide geographies. Masterfoods broke new ground in April by announcing a long-term pan-European contract with JC Decaux. The four-year deal involves JC Decaux' outdoor advertising network in 16 European countries and will feature brands such as Mars, Twix, Snickers, Pedigree, Sheba, and Whiskas.

This deal, following a similar one between JC Decaux and Unilever, could be the beginning of regional, and later global, outdoor buys. With Viacom and Clear Channel covering the U.S. and JC Decaux blanketing Europe, the first worldwide network deal may be nearer than anyone thinks. ●

—Mike Hewitt
(mike.hewitt@haynet.com)
is new media director, Haymarket Business Publications, publisher of Campaign, Media Asia, Marketing, PR Week, and many other magazines accessible via www.brandrepublic.com.



training takes on a whole new meaning

At BBC World, hostile environment training isn't just for journalists anymore. Sales and marketing management undergo two days of special training that also includes first aid because their jobs often require travel in regions designated as high risk. In one simulated exercise, Jonathan Howlett, director of advertising sales, was removed from the car he was travelling in, forced onto the front of the vehicle, and threatened by the trainer. Jane Gorard, director-marketing is put through the paces of a first aid course with the medical personnel. ●

Do you view advertising as an investment or expense? Some experts say that point of view determines which companies spend during the bad times as well as the prosperous ones vs. those that don't.

WHAT IS YOUR VIEW?

E-MAIL US AT

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COMING EVENTS

ALL PRICES ARE IN LOCAL CURRENCY UNLESS OTHERWISE STATED

JUNE 15-21 INTERNATIONAL ADVERTISING FESTIVAL

PLACE: Palais des Festivals, Cannes
RESERVATIONS: www.canneslions.com
PRICE: €2027.22 (includes value added tax); fee covers screenings, gala and other events during the festival week in the Palais des Festivals

JUNE 19 IAA NEW YORK

Summer Gala "KABARET"
PLACE: The Pierre Hotel, New York, 6:30 p.m.
RESERVATIONS: Bernadette Brennan, 1-646-495-5061 or iaaus@att.net
PRICE: Table for 8: \$3,000

JUNE 24 IAA U.K.

Media Communications Course Session 4: Media as a Business
Conducted by Kate Stephenson, managing director, OMD International
PLACE: IPA, 44 Belgrave Sq. London; 6:30 – 8:00pm
RESERVATIONS: annika@iaauk.com or 44-(0)-20 7381 8777
PRICE: £64.63 for members, £82.25 for non-members, includes drinks and nibbles (includes VAT)

July 15 IAA U.K.

Media Communications Course Session 5: Communications Planning
Conducted by Andy Sibley, advertising manager EMEA, Cisco Systems
PLACE: IPA, 44 Belgrave Sq. London; 6:30 – 8:00pm
RESERVATIONS: annika@iaauk.com
PRICE: £64.63 for members, £82.25 for non-members, includes drinks and nibbles (includes VAT)

Submit your events to editorial@inter-national-ist.com

growing interest in multicultural marketing

Multicultural marketing is of growing interest in countries with sizeable immigrant populations, and some are eyeing the U.S. experience in multicultural marketing, especially in Hispanic marketing.

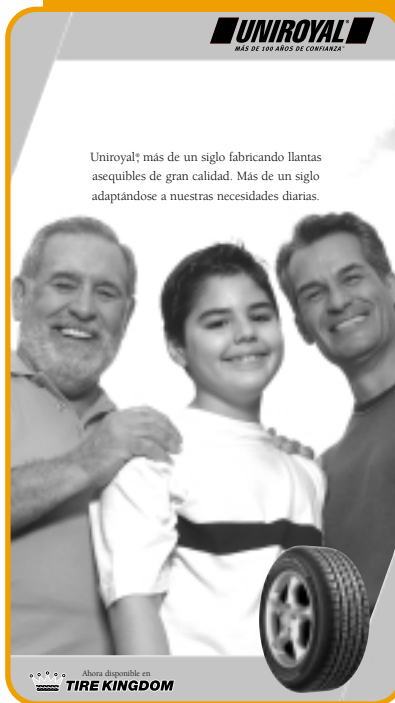
In Australia, for example, multicultural marketing has been boosted by a requirement that at least 7% of government ad accounts be devoted to non-English language advertising. Earlier this year, U.S. media executive Les Margulis left The Vidal Partnership, a leading U.S. Hispanic agency, as VP-director of communications, and moved to Sydney as director of strategy and branding at Etcom, an ethnic marketing unit at WPP Group's Ogilvy & Mather Worldwide.

This comes as American marketers are rushing to tap into the U.S. Hispanic market, the nation's fastest-growing demographic group. The 2000 U.S. Census estimated that by 2020, Hispanics will make up nearly 19% of the U.S. population. By 2050, one of every four people in America will be Hispanic or of Hispanic descent.

Marketers are creating Spanish-language Web sites, call centers, ad campaigns, and advertising around popular Hispanic holidays like Cinco de Mayo, and bringing products with Latin appeal from their subsidiaries in Mexico, targeting the two-thirds of U.S. Hispanics of Mexican origin.

Hispanics also "over-index"—consuming more than the national average—in many

This direct response ad for Qantas' Economy flight to Hong Kong was created by Etcom, Sydney, after a translation of a mainstream ad didn't get any response. This ad, which ran twice in the main Chinese newspapers in Melbourne and Sydney, sold 800 tickets in two weeks.



Hispanics respect longevity and, being so family oriented, respect and admire families—and companies—that have been around for generations. Thus, the tag line from The Viva Partnership, Miami: "100 years of trust" and the headline, "From generation to generation."

tropical flavors under the Xtremo sub-brand.

Most of the 10% to 15% a year growth in the Hispanic market—ad spend totals about \$2.1 billion—comes from advertisers entering the market for the first time. Even now, only about half of U.S. advertisers spend money on Spanish-language TV, and the average Hispanic ad budget is just \$4 million. ●

— Laurel Wentz is international editor of Advertising Age magazine.

nudging optimism in latin america

With the war in Iraq over, the advertising industry in Latin America is trying its best to remain optimistic about the future. The region's two largest economies, Brazil and Mexico, have been energized by the strengthening of their currencies against the dollar. While Mexico still suffers the threat of a recession, Brazil appears to be moving along much better than expected.

Although ad spending is not growing by leaps and bounds, there is a lot of optimism the second quarter will end better than the last. The country really does not start the business year until after Carnival ends the first week of March. Since then, agencies and advertisers have

gone full steam ahead even with lower budgets.

Although over 2,000 advertising professionals were laid off in 2002 just in Brazil, a few new agencies springing up means there is some hiring again. Duda Mendonça, the political marketing expert and founder of one of Brazil's most successful ad agencies DM9DDB, is starting a new full service agency called Duda Mendonça with offices based in Brasilia, Rio de Janeiro, and São Paulo. Since he was the marketing brain behind the new president's election campaign, all bets are that his agency will win several large government accounts.

Several international companies are expanding their

presence in the region. Poster Publicity, one of the largest independent firms specializing in out-of-home media, has made a commitment to Latin America and opened a regional headquarters office in Miami.

Even in Venezuela, a country in political turmoil, agencies, and media companies are trying to keep things running. The Sony Entertainment TV staff makes it to work despite the strikes. In addition to local clients, Sony has booked through its Caracas office campaigns for Toyota, McDonald's, Colgate, and Gatorade for Venezuela as well as a regional campaign for Revlon.

Advertisers are also showing a commitment to the region. Motorola teamed up with MTV for an unprecedented

\$75 million alliance bringing innovative marketing concepts to the region's youth market. Some multinationals are focusing campaigns on social issues. In Mexico, Kellogg's has just launched a campaign together with the pediatricians' association aiming to improve nutrition in infants. Nestlé, working with McCann-Erickson, joined with the new Brazilian government's efforts to wipe out hunger. In its promotion, the company is raffling off 248 houses to consumers who send in product labels with proceeds going to the Zero Hunger campaign. ●

—Greg Jenkins is editor-in-chief of AdVertica.com, based in São Paulo.

www.jetta.com.mx



Todo mundo tiene un Jetta. Al menos en la cabeza.



Jetta 

VW is one advertiser spending in Latin America.

In this print ad in Mexico by Gibert DDB, Mexico City, the headline reads, "Everyone has a Jetta. At least in their heads."

challenge for multinationals

The war in Iraq not only had global geopolitical significance but triggered unusually common feelings of personal powerlessness expressed among people in all countries, according to McCann Pulse, which surveys consumers in more than 30 international markets. This sense of personal powerlessness could last for some time, according to McCann Pulse. Amid this concern, many consumers are putting major purchases on hold and turning to what is controllable: They are "thinking local" by focusing on their homes



and families and by supporting local brands and merchants that they know and trust. So all big multinational brands will have to work harder and communicate more carefully today to maintain the trust of global consumers, according to McCann. ●

the challenge for media specialists

BY MARTIN THOMAS, WORLDWIDE HEAD OF PLANNING, AND ANDREW MCLEAN, CHIEF CLIENT OFFICER, MEDIAEDGE:CIA

Amid all the hyperbole about the rise of “media neutrality,” we have failed to grasp one fundamental truth: There is nothing inevitable about media agencies taking ownership of this area.

It is true that media planning and buying specialists start with some significant advantages over their competitors, not least their traditional strengths in strategic planning, measurement, and budget management.

However, these core skills will need to be blended with new ways of thinking about communication, with less focus on message transmission (the words of the advertiser), and more on the way messages are received and processed.

An understanding of behavioral psychology, anthropology, and neuroscience will become as important as the ability to

manipulate reach and frequency data. Qualitative insights into consumer behavior will replace the arid, data-driven insights on which our industry has relied. As David Taylor, author of the “Brand Gym,” recently commented: “True insight is something you feel in the gut, and it requires getting past consumer exploration to consumer empathy.” So put away the calculator and the Excel spreadsheet, and get out into the real world.

This means hiring people with different skills and ways of looking at the world, people who can help us place consumer understanding at the heart of the planning process. In recent months, our agency has hired experts in educational marketing, public relations, brand planning, and sponsorship. We believe that it is only through the addition

of new skills and a serious investment in training that we will be able to convince clients that we are capable of assuming a broader consulting role.

We will also have to encourage our research experts to apply their empirical rigor and analytical skills beyond mass advertising in order to understand the value of brand experiences, the influence of sponsorship, and the power of product placement.

In order to achieve our company’s ambitious goal of becoming the first, true global practitioners of communications planning and implementation, we developed a common way of working for every country. The process encourages our planners and buyers to think more broadly about communications challenges and to develop the solutions,

irrespective of channel and marketing discipline.

Clients will reward those partners who can help them connect with consumers. To quote Pepsi’s North American head of marketing in a recent *Fast Company* article: “I want an agency that is creative enough to help me reinvent my total business. Lots of agencies understand brands and how to reinvent them, but I’m not seeing the kind of big-picture thinking that will help clients take advantage of the multiple ways in which people experience brands.”

So clients appear to want “media neutrality.” And we probably have a good idea of what is required to make it happen.

We simply have to ask ourselves whether we have the courage to seize the opportunity. ●

invasion inc.

BY DOWIE JONES, PRESIDENT, MEDIA-HOUND INC.

With the dizzying success of the U.S. military operations in Afghanistan and Iraq—minimal civilian casualties, arresting TV images of handsome men at arms—it’s interesting to ponder a commercial evolution of the U.S. armed forces...rent an invasion. Got a despot to get rid of? We’re the guys for the job.

A proposition for marketing the U.S. military globally supported by an integrated global marketing campaign: Uncle Sam sends in the tanks, gets rid of the bad guys, and

then provides a comprehensive governmental and industrial reengineering package. The U.S. armed forces, leading global consulting firms, and investment banks join to offer a turn-key solution.

For the decision-maker campaign, TV spots would run on all pan-regional news networks; print ads in *The Economist*, *Financial Times*, *Wall Street Journal*, and 48-sheet outdoor sites near U.S. embassies globally. We need celebrities too: Think Ben

Affleck as a soldier surrounded by smiling, shoeless liberated children, and JLo as the intrepid nurse in white Versace uniform, dispensing branded bandages and pain killers of official sponsors.

Then to go younger, I propose a modern cartoon of a benevolent “Uncle Sam” to target malcontent, oppressed children everywhere, get them brand loyal at an early age.

This hip-hop Uncle Sam could evolve into a global multi-media brand—video-games, DreamWorks full

length feature cartoon, TV series, books, action figures, clothing line, fragrance.

The commercial potential is limitless, and it would grow the U.S. economy. The aims would be honorable—democracy, satellite TV, and stripy toothpaste for all. What do you think, Secretary Rumsfeld? Maybe Charlotte Beers can have more success with this than she did with selling U.S. cultural integration. Give her another chance, give her a budget, no really. ●

inter national ist welcomes readers’ opinions.

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ist



BO >

photo: patrick mcdonogh/photonica

BY NANCY S. GIGES



ked in

branding
with
shrinking
budgets

If this is the downturn that is unusual not because of its depth but because it can't seem to recover (as financial institution HSBC recently said), then it's also an economy when marketers are challenged with finding ways to keep from feeling boxed in.

Whether it's expanding into more non-traditional advertising activities or trying new forms on traditional media vehicles, clients are placing high priority on innovative ideas to stretch shrinking budgets for valuable brands.

They know that the brand, increasingly recognized as a major asset, requires investment, but they also look at what those expenditures will do to their quarterly results. They want to see that investment make an immediate return to show that the spending is worth it. Thus, keeping brands highly visible with shrinking ad budgets is today's big challenge.

"We've tried to gain efficiencies over the years whether our budgets are up or down," says Lisa Kowitt, Eastman Kodak worldwide media director. Even with savings, she feels a crunch. "You always have a million more things [you want to do] than

your budget allows," she says. "Even when my budgets are high, the squeezing is the same."

Some companies are taking the models they've developed working with ad agencies for pan-regional advertising into

the PR sector, which is becoming more integrated into the marketing mix. Both Xerox and Dell, for example, have moved



Kodak and agency Ogilvy & Mather create commercials that can run in many countries with minor adaptations. In this spot (above) for the Kodak Easyshare System run in Germany, Spain, Korea, France, South Africa, and Greece, a young man reluctant to leave his significant other takes a photo of himself and leaves it on the pillow next to her with the words "Wish I were here." For Kodak Ultra film (called Max in the U.S.), consumers in the U.S., Latin America and Europe see the same spot (right) telling a "clearer picture" story, with the voiceover and product shots adapted for each country.



lisa kowitt

EASTMAN KODAK

You always have a million more things than your budget allows. There are always things I want to do even when my budgets are high. The squeezing is the same.

toward a pan-European centralized approach. "It's a more effective use of marketing dollars," says Simon

Quarendon, account director, Kinross & Render, a London agency that coordinates all the European local PR agencies for Xerox, "because you use a smaller percentage of budget managing the network, which is more money to be spent on local activity."

Others are taking exactly the opposite tack even though they acknowledge it's a bit short-sighted. "I'm finding that most of our clients aren't looking globally but in-country because

there's a more immediate payoff for their local people to feel part of the brand," comments Sean Sympson, partner and international associate planning director, Mindshare. "Some have stopped advertising on a global basis and are in only seven or eight countries." Although that covers 80% of their business, they are "circling the wagons" regarding other countries even though these countries have great potential because they don't know how to deal with them, he adds.

Efficiencies are also gained through savvy production of creative and novel media buys. For example, with the cost of

prime time television in the U.S. continually rising, "we can't once again put up 20% more money for

prime," says Matt Rayner, managing partner, Mediaedge:cia. He and others are looking more closely directly at the consumer and how each one goes through the day. "It's about finding places that touch them that's outside of conventional media. You have to think outside the silo," he says.

Pepsi, for example, is spending a great deal more on movie-related marketing than ever because it offers great value and potential while the percentage of money spent on prime time around the world has probably declined.

Says Hernando Ruiz-Jimenez, marketing director of PepsiCo Beverages International, "The consumer is much more sophisticated today and has more choices. You can't do just TV or print."

When they do choose traditional media buys,

mark ingall

CITIBANK

It's more about accountability than shrinking budgets. The marketing budget is not a fixed expense and the less accountable your marketing is, the more it's at risk when budgets are going to be cut.

clients are increasingly wary of long-term commitments, and that's why big cross media packages aren't the solution that many thought they would be.

That's a tough sell, says Joe Warren, senior partner and strategic planning director,

Mindshare. “What I’m seeing is fear of large packages with long-term commitments. Clients are asking for a number of options so that they can keep an element of flexibility. They want deals they can get out of at the last minute.”

Media too are trying to come up with new formats and offerings to meet changing needs. Euronews has begun offering what it calls a corporate profile spot that is two minutes long,

jo warren

MINDSHARE

I understand why [media are] approaching clients with packages, but it’s a tough battle. Clients don’t want long-term deals. [They want] flexibility, deals they can get out of at the last minute.

which several advertisers have found appealing. When times are tough, companies aren’t willing to spend as much money for corporate image advertising when all they can do is show a logo and some brief images, said Olivier de Montchenu, Euronews sales and marketing director. This new format gives them an opportunity to provide more information to the viewer, he says.

The network is also focusing more on special events in Europe, covering and broadcasting directly from important exhibitions, and by the end of the year, advertisers will be able to buy some individual countries instead of the whole network.

The efficiencies at Xerox are coming after contracts for PR agencies, which were

hernando ruiz-jimenez

PEPSICO BEVERAGES INTERNATIONAL

It starts and ends with the consumer. We found the way you touch them is in different places. You can’t do just TV or print.

held at the local level, have been centralized under a European PR manager and the replacement of a mosaic of agencies in the region to a hub-and-spoke setup, says Quarendon. “There is a much more centralist approach to marketing because it’s believed there is better return on investment.”

At Kodak, some of the efficiencies gained have been through using a common theme throughout advertising everywhere. The “Share Life” campaign from Kodak’s global agency, Ogilvy & Mather, is the result, which grew out of a global branding study.

“We’ve been using that in periods of higher budgets and lower budgets. It brings more efficiencies in media,” Kowitt says. “Once people see that, they know it’s Kodak. It’s instant recognition.”

Kowitt also tries to find pan-regional media that reach the Kodak audience whenever she can. It works best for Kodak in Latin America, where commercials have run on Sony, Discovery, TNT, and ESPN. In Europe, she hasn’t found a pan-regional network that reaches her target so gains efficiencies in production by using a common commercial with voiceovers in different languages that runs on major national networks.

“We try to do creative that will work everywhere,” she says.

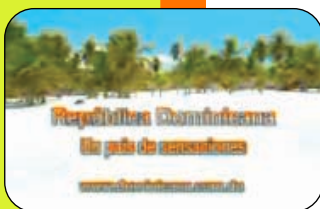
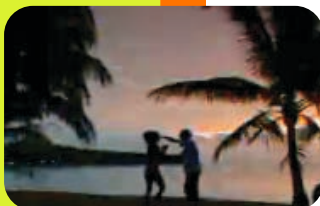
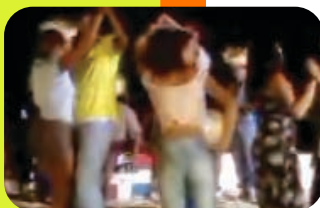
Whether budgets are actually shrinking seems to be a matter of debate—and a



Asia Pacific Breweries and its agencies—Leo Burnett Singapore, Starcom, and Zenith Media—supplement regional buys on networks, such as ESPN and Star Sports, with local TV and cinema to support Tiger beer. The advertising aligns the beer with today’s Asian values of confidence, wisdom, self-progression, and determination, which are epitomized by the Asian male.



Boeing stretches its budget by running the same spot in the U.S. and pan-regionally across Europe and Asia. The commercial by Foote, Cone & Belding emphasizes the many ways in which Boeing connects people.



Dominican Republic tourism is one of the advertisers that has taken advantage of a new two-minute corporate profile offering from Euronews to give advertisers more value.

matter of terminology. “When you look at the total communications budget, I do not think it is true to say it is shrinking,” observes Midori Kaneko, communications director, communications division, Nestlé Japan Group, “when you include not only advertising but also sales promotion, one-to-one marketing, and [so-called] ‘recency’ communications. What we are seeing reflects more the re-allocation of budgets rather than an overall decline.”

Mark Ingall, director of global media strategy, Citibank, agrees and says the issue is more about accountability than shrinking budgets. The marketing budget is not a fixed expense and the less accountable marketing is, the more it’s at risk when budgets are going to be cut, he asserts.

“If you put a promotion in the store, you see the return in the store. If you run an ad campaign, it’s going to be much slower, and at the end of the day, building a brand is all about selling product. I can’t go to my chairman and say ‘great news, every one loves the brand, but sales are down 20%.’” International ad budgets are probably shrinking because no one has

been able to show that money is driving results, he says.

If there is a good defense, many agree

that it’s research and measurement. “When you are dealing with questions about the allocation of budgets between brands in different categories,

midori kaneko

NESTLÉ JAPAN GROUP

What we are seeing reflects more the re-allocation of budgets rather than an overall decline. The key question is how should we allocate our budgets.

and what level of support should go to the different channels, you need a lot of data and intelligence to find the best answers,” says Kaneko, who notes that Nestlé has been developing its own approach for some time.

“This is not just happening in our company. If you look at any marketing company that is doing really well, you will find that they have made the necessary investments to collect and analyze the kinds of data that improve decision-making,” she says.

Most experts agree that shrinking budgets, while a big challenge, isn’t the whole story. As one notes, “Everything has converged at once. We’ve got fragmentation of media, people more cynical to advertising, an overload of messaging, tough economic times, and an unstable political world. Shrinking budgets is just one part of what one could term ‘The Perfect Storm,’ which is a challenge for us all to navigate through.” ●

matt rayner

MEDIAEDGE: CIA

You have to think outside the silo [to reach consumers as they go] through the day. That often disqualifies entire media because they become too expensive.

David Kilburn

in Tokyo contributed to this story.

james e. murphy

An *internationalist* interview

How Accenture balances global and local media

Accenture, the management consulting firm that had to create a brand new global identity in just 147 days, today continues to follow the same playbook of using both global and local media that contributed to its unprecedented re-branding success.

“We’re doing essentially the same thing but less of it,” says James E. Murphy, Accenture managing director of marketing and communications who also directed the re-branding effort. “We are advertising in fewer countries, and we’ve cut back advertising to minimal levels in fringe countries.” That still translates into advertising in as many as 10 major countries instead of the 40 during the launch, “but the buy is essentially the same,” he says.

During the year of the re-branding, 2001, the company invested some \$175 million in advertising. Now, the spending level of \$75 million is back to what Accenture considers a more normal level.

Working with agencies Young & Rubicam and Mediaedge:cia, Accenture uses a variety of global and local television, global print, and leading publications in major countries to get its message across. Murphy is a firm believer in finding the right balance of global and local media.

“You can’t do one without the other and be successful,” he says. “Global media are not enough, and local media don’t get the reinforcement you need with our senior audience. You need global media for that.”

He makes finding the right balance sound simple, much like his straightforward explanation of how Andersen Consulting became Accenture in its unparalleled re-branding effort. “It was just a matter of getting the most out of the dollar investment” through crunching the numbers and coming up with the right formulas, he says. “We worked with Mediaedge to figure out how best to spend what we had.”

There is no doubt that the re-branding effort, forced by the ruling of an arbitrator when Andersen Consulting sought to separate itself from Arthur Andersen, was branding history in the making, subsequently recognized by scores of organizations.

The unflappable Murphy seems to have taken it all in stride. Maybe it’s because today over two years later, time has proven how remarkable an accomplishment it was to transfer the good will and respect from one well-known name to another.

When asked how it was done, Murphy chuckles and says, “It was brilliant management,” a reference to his own role. Then he proffers generous credit for the collaboration of all who made it happen, including the thousands of internal people on the task forces as well as Y&R, Mediaedge, and Landor Associates, the brand consultancy.

“It’s the most successful thing that has ever occurred in branding so we’re very proud of it,” he says. “In today’s environment, brands are everything.” He also notes that in Accenture’s first year as a public company (2002), the company placed No. 53 in *Business Week’s* annual ranking of the most valuable brands. “There’s no other company in our field, except IBM, which is ranked anywhere in that list.” Even more remarkable since the Accenture brand has been in existence just two years, and especially since a value of \$5.5 billion was placed on the brand, he adds.

Before the name change, which officially took place on Jan. 1, 2001, Andersen Consulting scored the highest in unaided brand recall in the management and consulting technology field and against some sets of competitors scored 10 percentage points higher than the next closest company.

That was all put in the past when the new company became known as Accenture, but it set as its goal to gain back half of its awareness level

James E. Murphy is the protector of the highly valuable Accenture brand.



NEW DEMANDS

Just a year after the unprecedented name change, the marketplace demanded a different kind of consultant. Accenture met new client needs by re-positioning itself as a "partner" helping companies execute their ideas. Copy in the new "Innovation Delivered" global campaign, explained: "It's not how many ideas you have. It's how many you make happen. So whether it's your idea or Accenture's, we'll help you turn ideas into results."

RE-BRANDING

Keeping the company visible without using the Andersen name, teaser ads previewed the coming name change by tearing off the corner leaving a barely recognizable Andersen name. This was followed by a massive global multi-media campaign introducing the new name and capabilities across "Consulting, Technology, Outsourcing, and Alliances."



by the end of August, eight months after taking on its new name. Not only was that goal exceeded, but "we regained all lost awareness within a year of our launch. That was remarkable," Murphy says. "Now we are running at rates higher than ever."

Implemented across 47 countries in 147 days, the campaign was the largest re-branding initiative ever undertaken by a professional services firm. It started soon after the arbitrator's ruling in August 2000 with a multi-media teaser campaign, featuring a graphic of a partially "torn" Andersen Consulting logo, which revealed the message: "Renamed. Redefined. Reborn. 01.01.01."

"We didn't want to promote the Andersen Consulting name anymore, but we did want to remain visible. It was an interesting time because [the official date for the changeover] was 010101. Those are digits used in computing terminology, and we're in that business. It fit us. So we did the treatment of the old Andersen logo

that was torn with the overlay to preview the upcoming change."

A new logo for Accenture was introduced soon after although the company retained the Andersen name until the official changeover on Jan. 1.

Everything from television, print, posters, outdoor, Internet placements, direct mail, extensive public relations to major global sporting events were incorporated into the global launch. Within the first three months, over 6,000 TV spots had aired in markets globally, and more than 1,000 print ads had appeared around the world.

Murphy says there is only one thing he would change if he had to do it again, and that is create a TV commercial specifically for the Super Bowl. "The Super Bowl is a tough competitive environment for advertising. Although we try to inject humor and cleverness in our advertising, it's not like mud wrestling or something that grabs people's attentions. In consumer polls, Accenture commercials scored in the bottom half."

Although the buy met Accenture's objectives with its business audience, "I would have liked to avoid the lack of consumer favor. From one perspective, it wasn't important since they aren't an audience of ours, but we didn't like to see ratings publicized showing us in the bottom half."

Looking back, Murphy allows that the re-branding was a difficult task. "Just getting the process [of a name change] done is hard. In one sense, the timing problem that the arbitrator gave us was a friend. Name changes are hard under any circumstances, but we had no choice."

accenture

- Consulting
- Technology
- Outsourcing
- Alliances
- Venture Capital

Accenture was formerly known as Andersen Consulting

maximizing media money

Today marketers are faced with the challenge of developing and executing branding strategies that are highly effective while balancing the need to lower costs in light of the current economy. What isn't talked about as often are the opportunities (I know it's a cliché, but accurate nonetheless) and innovations that these challenges offer to the media services companies and to marketers.

Of course, the need to make effective investments is nothing new—it is our responsibility as our clients' media services partners to ensure this. However, devising strategic platforms that deliver a quantifiable return on investment directly linked to a client's specific business goals is the name of the game, and both parties have to agree on objectives for the media investment before going in. These expectations must be managed upfront. Below are some thoughts that aim to achieve this.

prioritize the business objectives

There are lots of levers for marketers to pull, including media, public relations, sponsorship, events, relationship marketing, and so forth. A true communications planner will consider each of these in relation to the goals and means at hand, and suggest an optimal mix of channels. In addition to the many arms of the marketing mix, companies are also multi-level, multi-brand entities that require attention in varying markets and demographics. ExxonMobil's Lubricants & Specialties group has two brands, three core lines of business, and 23-plus sectors. This multi-level structure is not an anomaly—many marketers function at this level of complexity. Because of this, Universal McCann developed a proprietary tool that allows such clients to better gauge priority markets, priority brands, and the most cost-effective vehicles that can deliver on set objectives in a simple but innovative way. The resulting insights are invaluable in focusing both the media agency and our clients on where the business opportunities exist and how to best leverage them.

“...pan-regional media offer multi-national presence for brands from a single media buy.”

set realistic objectives; be relentlessly, innovatively focused

In this context, strategy is often about sacrifice. Choose one or two areas to focus on, instead of spreading investment thinly across many media channels. Lucent Technologies, like many technology marketers, has faced reduced advertising budgets in recent years, but is still aggressively marketing itself to key customers via a select number of high profile trade shows.

At each show, a surround strategy ensures Lucent's high profile message reaches event attendees and is in sync with the sales efforts on display. An emphasis on driving sales is helping them achieve positive productivity levels.

In another example, our Puerto Rico operation working in conjunction with MasterCard, negotiated with a local television station to take advantage of the highly anticipated premiere of “Titanic” in this market. During the course of the movie premiere, the station ran what is referred to as a “vidifont”—which was a text scroll with the famous MasterCard “Priceless” message embedded directly into the program—a first in this market. The result—low production cost, high impact, and a Cannes Media Gold Lion last year in the “Best Use of Television” category.



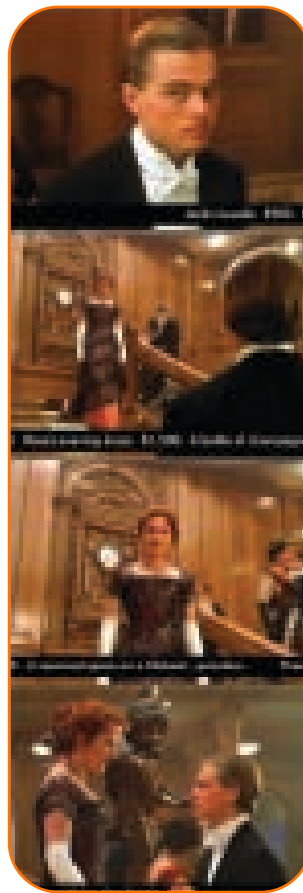
You'll be surprised at what one can negotiate when a limited budget is approached with diligence, passion, and the drive to innovate.

look for opportunities to leverage what funds you have

Don't let a small budget convince you to take chances with your insights. I am a firm believer that limitations often yield innovations whether it's in the areas of research, planning, buying, strategic development, etc... Every client deserves the proper insight and planning diligence when developing a campaign—especially when budgets are compromised. Universal McCann has worked internally to partner up clients from different categories that target similar demographic audiences.

Recently, by identifying the common needs of each of three participating clients and crafting a global consumer insight study that appealed to all, our clients launched and benefited from a multi-country study that was equally valuable and robust for each participating client. Moreover, having a research partnership lowered the cost-of-entry for proprietary surveys. We only needed to look internally.

Another method for leveraging investments is to pool the investment clout of a group of brands in a portfolio. This can secure properties otherwise unaffordable to individual brands. While this might be inappropriate for a media buy, multiple brands from a single parent company can easily take advantage of event marketing or sponsorship opportunities by partnering up funds. At a broader level, pan-regional media offer multi-national presence for brands from a single media buy. This can work for some target audiences if budgets are too restrictive for



“ [Budget] limitations often yield innovations in the areas of research, planning, buying, strategic development, etc...”

effective use of local media. Using pan-regional media in isolation can also be highly effective, particularly when an upscale audience is required.

share the knowledge; act on implications

We need to constantly readjust, recalibrate, and yes, even reinvent the wheel. Around the world, from market to market, across developed and developing regions, advertisers face many similar issues. Did consumers respond to a particular strategy? Were the mechanics of a holiday promotion successful? What worked or did not work at a trade show, and how can these be applied the next time? Specifically for multinational advertisers, sharing knowledge on topics like these is guaranteed productivity—and technology helps us do this. Our global teams on clients such as Coca-Cola, Johnson & Johnson, Microsoft, MasterCard, and Brown-Forman rely on an established network that facilitates communication and allows them to manage risk and strategize in real time.

It is essential to make a combined approach to media services, equally balancing economic factors with strategic solutions. While agencies are being put to the test with all of these factors to consider, it's important to remember to set realistic objectives, manage expectations upfront, and appropriately leverage, leverage, leverage—where and when one can. From my point of view, these are the pillars for an effective media program. Remember—we only need to tap into our roots. ●

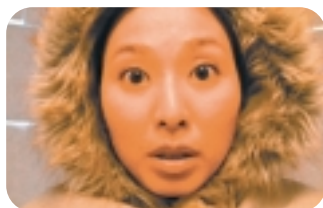
Robin Kent is chairman and CEO of Universal McCann.

international list editors' selections of advertising worthy of note.

Different approaches in different countries for recognizable brands.



Client
 Michelin
 Agency
 Gibert DDB, Mexico City
 Michelin tires tell a durability story in Mexico through print ads that visually say the tires are so tough they leave wounds on rocky roads, which themselves may end up needing bandages, rather than vice versa.



Client
 McDonald's Singapore
 Agency
 Leo Burnett Singapore, Bangkok
 (media: Starcom)

McDonald's chose unexpected imagery to introduce the spicy taste of new Chicken McSpicy.



Client
 Asia Pacific Breweries,
 Heineken Thailand
 Agency
 Leo Burnett Thailand, Bangkok
 (media: Starcom)

A young woman with freshly polished nails needs her man to help her open a can of Heineken she grabs from the refrigerator when she goes to join him with some refreshment. He looks at her with a loving glance, gives her a hug, but opens the beer for himself. The spot closes with, "It could only be Heineken."



Client
 Sony
 Agency
 Leo Burnett Malaysia, Kuala Lumpur (media: Zenith Media)

In a series of outdoor posters and magazine ads, the message is clear, anywhere and at any time you can listen to your favorite music with a Sony Walkman.



commanding trust

When consumers have high “trust” in a brand, they are less likely to surf the marketplace for competitive products.

As trust and integrity among business remain important topics in the news, the annual *Reader's Digest* European Trusted Brands survey has found that the same brands consistently come out on top as “the most trusted.”

For the third year, Nokia (for the mobile phone category) is the only brand named “most trusted” in all 18 countries surveyed. Other popular and trusted brands across Europe are Nivea (skin care), Visa (credit cards), Colgate (toothpaste), Canon (cameras), and Coca-Cola (soft drinks). Many of these brands also were named as most appealing to Asian consumers across six major markets in a slightly different *RD* survey.

Respondents in Europe were asked to name their most trusted brands in 21 categories and then rate them on a scale of one to five against five criteria: quality, excellent value, strong image, understanding customer needs, and intent to purchase. More than 27,000 questionnaires were analyzed for a response rate of 12.4%.

“Trust is under threat,” said Gavin Murray, *RD* director of marketing & development, “and marketers are increasingly concerned.” According to the publication, trust in a brand reduces perceived risk. It is especially important in first time purchases and high involvement purchases. Trust also can increase brand loyalty by reducing consumers’

monitoring of competitive marketplace activities.

Top executives at Beiersdorf, Nestlé, and Unilever have been among those speaking out about the importance of trust in sustaining brand success. Niall Fitzgerald, Unilever chairman, has said, “Everyone in the communications business

According to Murray, while it is difficult to prove the relationship between trust and the level of ad investment, there is no doubt that trust is an integral part of brand identity from customer service, packaging, pricing, promotion, and the advertising message.

For instance, in the survey, 72% of respondents said that they are quite or extremely unlikely to consider buying a brand, which they have never heard of. But 77% are extremely or quite likely to consider buying a brand recommended by a friend or relative that they’d

never tried before. More than 60% also said they are extremely or quite likely to consider buying a brand that won an award voted for by the general public or given by a panel of experts.

OTHER FINDINGS: cars

Toyota has emerged as the most trusted brand of car in Belgium, Finland, and Norway, overtaking Volvo in the last two. Mercedes remains the most trusted brand of car in five countries. The U.K. remains loyal to Ford.

personal computers

Dell is making headway in the computer world with three top spots: Norway, Sweden, and the U.K.

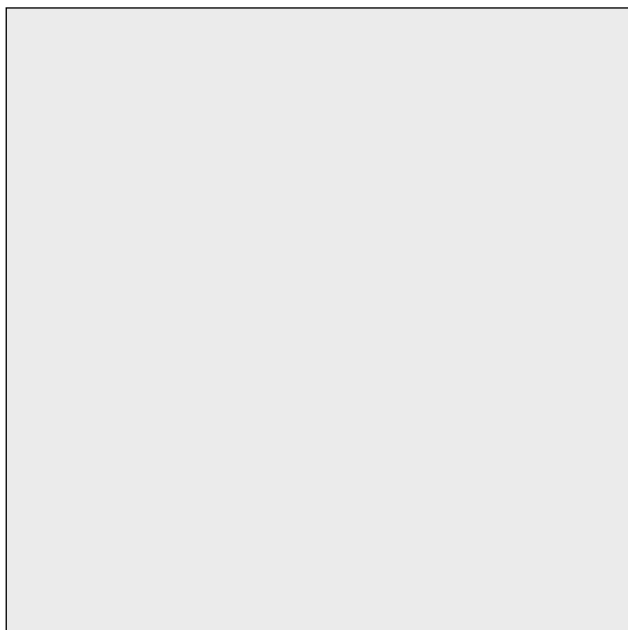
mobile phones

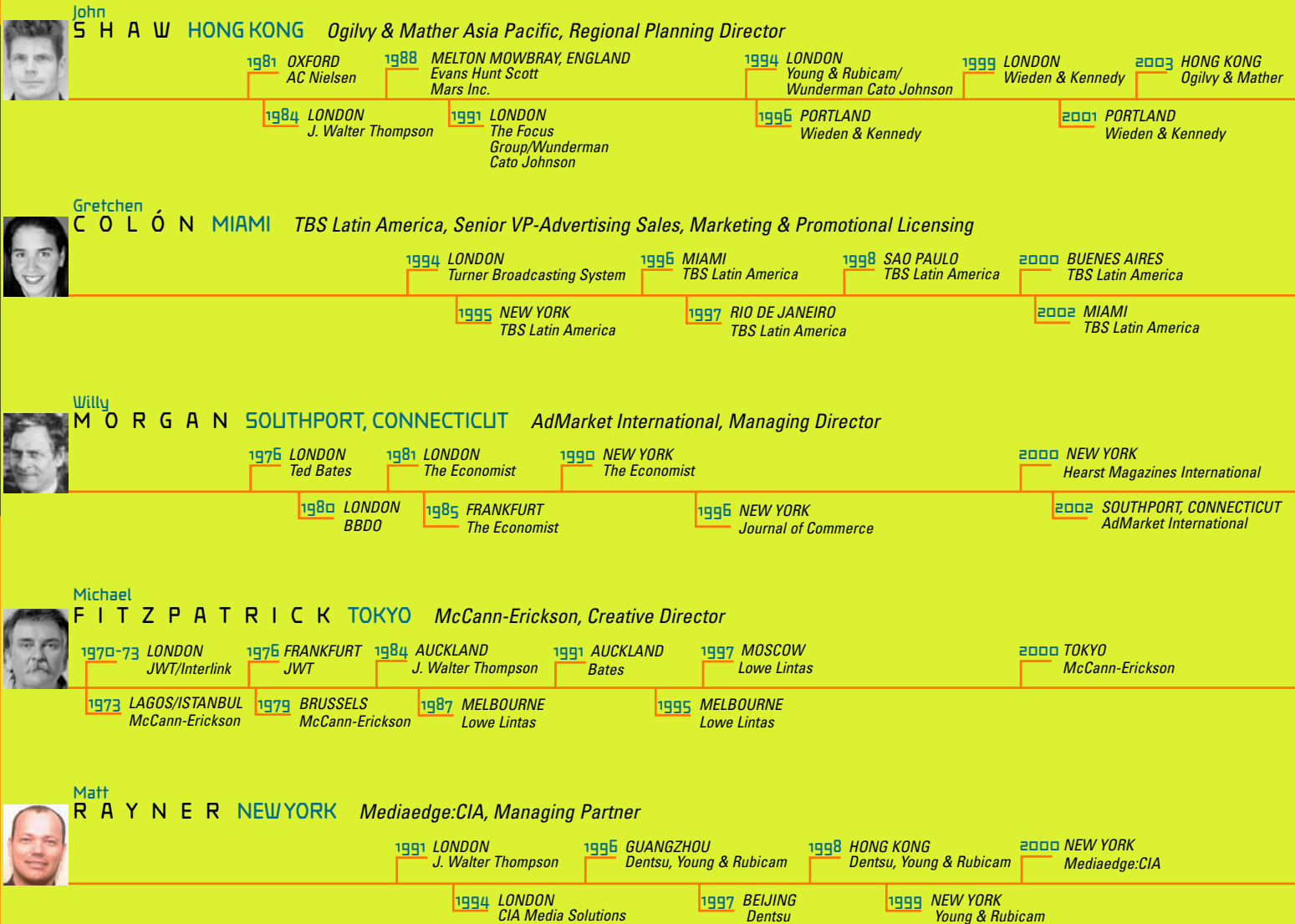
After Nokia, Siemens finishes second in 11 countries while Sony Ericsson is second in four countries. ●

EUROPE'S MOST TRUSTED BRANDS



is faced with a fundamental decline in trust.... At the end of the day, if you don't command trust, you won't get anywhere.”





Send your suggestions for people whose careers have taken them around the world to editorial@inter-national-ist.com.

sound bites

■ Speaking about the challenges in the global media industry, Andrew Butcher, president, Time and Fortune International, said at Media World 2003, Hong Kong, that one benefit of media integration is efficiency.

“Think of [it] as offering the benefits of shopping for media at Wal-Mart. Bigger audiences, lower prices. More selection, and most importantly, a linked checkout!”

■ At a New York American Marketing Assn. Town Forum, Michael Kelley, partner, global advertising & branding, PricewaterhouseCoopers, told the

audience: “Our managers around the world advise us that anti-American sentiment is growing. Americans need to be more sensitive to foreign cultures, to be very careful with language usage and overuse of English.”

■ At the same New York AMA, meeting, Bob Kuperman, president-CEO, DDB New York, noted: “I believe the full recovery will be slow, but now is the time to invest in advertising, and our messages must ring very true to offset the consumer skepticism.” ●

color-coded clients

B Y D A V I D K I L B U R N

A ribbon of color flows through each floor of Beacon's sunlit new offices in Tokyo. The young agency's approach to the design of a modern creative working environment helps bring clients and prospects through the doors in preference to meeting in their own, more conventional offices.

Brand teams work together at the 30-month-old Bcom3/Dentsu joint venture on color-coded floors, each with features that relate to their brands.



The Family Floor, where teams handle detergents, diapers, canned coffee, insurance, and pet food, is blue-green and incorporates a large fully-equipped kitchen where staffers can test new detergents and do just about anything that takes place in a large modern kitchen.

On the pink Women's floor, teams work on cosmetics, skin care, hair care, and cigarettes such as Virginia Slims. Here is a complete Beauty Salon where people can test or demonstrate cosmetics and hair care products, explore new ideas, or conduct research groups. (The Men's floor is purple and has brands of cigarettes, liquor, cars, and credit cards, as well as a very cool, very slick bar.)



People work one step away from the bars, kitchens, and salons, which nest alongside meeting rooms in a variety of designs that would not be out of place in a modern Japanese home.





There are no private offices. Working areas for the brand teams are compact, open-plan, and have a technological edge. People work as close together as the cockpit teams of a space station.



Management is very public; directors all share the same giant table that runs most of the width of the building. The result is a democracy of communication.



Since the best ideas often need private moments of thoughtful calm, there is a think space, a slot between the ribbon and the ceiling with enough space to lie down, think, perchance to dream . . .



To balance the intensity and focus of working zones, wide open spaces and libraries exist on each floor, where people can relax, chat, browse magazines, do research, watch commercials or videos.

research fixing the problems

B Y
C H A R L I E
C R O W E

Recently I was telephoned by a well-known research company conducting a brief survey on behalf of my broadband Internet supplier. Even though I had used the service for only six weeks, the company was keen to see how it was faring. “Could you tell me if you are, A: Very Satisfied, B: Satisfied or C: Not Satisfied, with our service,” the caller asked. In true British style, I gave “B”—neither too upbeat nor possibly hurting anybody’s feelings.

But what I should have done first was asked the purpose of the research and said “do you realize the questions are skewed to guarantee a favorable result for your client?” Simply according to the random laws of probability, the broadband supplier will be able to claim that two-thirds of its customers are “satisfied.” Not bad for starters.

Think of the sample: people who have already purchased the service. This means they will have already chosen this brand because they decided it best suited to their needs, so, they will be much more pre-disposed to be satisfied (and, at the very least, reluctant to admit their mistake if they weren’t happy).

So I bet that the broadband

company in question will be able to boast in their upcoming ad campaign that independent research shows an almost impeccable satisfaction score!

With so many agencies

do not define the eligibility criteria, describe the sample frame, reveal any weighting processes, or show the response rates. Many don’t even state the fieldwork dates

key international surveys in europe

EBRS (European Business Readership Survey) from IPSOS RSL

Every-other-year survey representing a universe of 423,000 senior business people in 17 western European countries. Provides readership and marketing data. Asks about international print titles and over 300 local titles.

Europe 2000 Series from IPSOS RSL

Annual survey covering a universe of over 10 million Europeans in 16 countries. Provides readership, TV viewing information, and marketing data on business goods and services and luxury consumer items.

EMS (European Media & Marketing Survey) from Interview

A wider annual survey (though access also available to an up weighted elite part of the survey) representing a universe over 40 million Europeans, about 22% of the population, in 16 countries. Includes purchasing behavior, lifestyle, attitudes, and media consumption of people that earn twice the national average income in their country of residence.

Others: IATS, TGI Europa and TGI Global, CEBRS.

Charlie Crowe is the managing director of C Squared. The company website has just launched at www.csquared.cc



trying to achieve a point of difference and millions of media channels vying for share, there’s never been an industry so awash with bad research. The driftwood of qualitative consumer insight studies, spurious readership claims, and hastily constructed trend reports litter the industry’s shores. Most of these studies

or outline the very basics of the methodology (such as including the questionnaire as an appendix or revealing whether there had been an incentive to respond).

Part of the problem, I think, is a slight shift in the balance of power. Some of the best research technicians are now within media owner companies,

and the countervailing expertise at the agency level has diminished. In the scramble for “insight,” there appears to be less scrutiny over the ways and means to achieve it. I wonder how many agencies now have the expertise to go behind a media survey and take apart the methodology. This seems to be a dying art. Yet the great advances in software now allow data to be manipulated in more complex ways and the result is more data but less understanding.

International planners may sympathize with this as they witness the debate over the international syndicated studies, EMS, the Europe 2000 series, and EBRS. There has always been concern over

whether the media owner sponsors have too much sway over the direction of the survey. The withdrawal of syndicated data after the latest wave of results points to the possibility that media owners were rushing the data processing stage in order to push their flattering results out into the market as soon as possible. But the fact such companies like Interview and IPSOS do make potentially embarrassing withdrawals in order to check confirms their integrity and quality. But they are still not immune to damaging rumors. For example, media owners should not have access to the sample database before fieldwork begins in order to market to future survey respondents to

“artificially” boost readership or viewership scores.

Given the concerns over media owner involvement in the past, it is ironic that it is the media owners themselves that are now voicing criticisms. One common (and long-standing) question has been whether the hard-pressed international ad market can sustain so many expensive surveys. The question is raised but rarely answered. I think the answer is no, and the existence of competing surveys is also divisive and potentially harmful. Would it not be better—and more transparent—to have a single international survey that covered the main demographics from a universe of 40 million down to the

elite of 400,000 with a questionnaire allowed for the key changes in the business world (such as better coverage of the many high net-worth individuals working in companies with very few employees)?

And perhaps it is time for the World Press Group and the TV stations to form a united World Media Group. Perhaps, under the auspices of the Research Committee of the EACA and the research companies, their first joint task could be to draw up plans for a new single-source hybrid survey that would be simple for advertisers and agencies to understand. And, just like this article, it could all begin with just one phone call... ●

inter national ist and IAA New York host roundtable



Participants at a roundtable discussion organized by inter national ist and the New York IAA chapter and sponsored by Gruner + Jahr International discussed how to build brands with shrinking budgets. Among those participating: (from left), Hanna Doron, Gruner + Jahr; Andrew McLean, Mediaedge:cia; Jacqueline Fallous, Turner International.

Lisa Kowitt,
Eastman Kodak Co.

Sean Sympton, MindShare;
Bernadette Brennan,
IAA New York.



Hernando Ruiz-Jimenez,
Pepsi Beverages International



NEW YORK

Panelists at an American Business Media seminar spoke on "What Do B-to-B Advertisers Want?" They included (from left) Nader Ashway, The Ashway Group; Richard Notarianni, Euro RSCG; Kevin Arsham; OMD; Bill Wreaks, KDM/Doremus.



NEW YORK

Mediaedge:cia hosted an informal gathering to thank all those who have helped the agency thrive. Among those attending were (photo below left) Nick Mesquita (from left), Economist; Jyll Holzman, New York Times; Will Nicholson, International Herald Tribune. (photo below right) Jessica Sibley (from left), Forbes; Olly Comyn, Economist; Kim Visioni, Mediaedge:cia.

ASPEN, COLORADO

Attending the Turner International Winter Retreat are: (from left) Richard Chamberlain, Turner International; Steve Schlachter, American Airlines; Jackie Yeaney, Delta Air Lines; Jerry Dow, United Airlines; David Levy, Turner International.



MIAMI

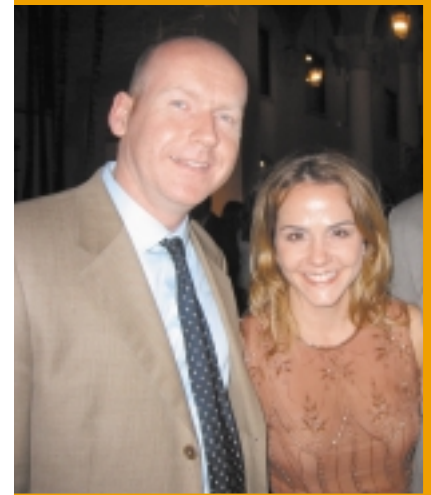
Members and guests of the IAA Florida chapter danced the night away at the Spring Fling. Among those having fun are the president and former presidents of the chapter: (from left) Mark Anderson, The Chumar Group; Sabrina Crow, Latin Trade; Bob Rodriguez, NatCom Marketing; Grace Palacios, Charney Palacios.



Mark Malovany, Poster Publicity
Rhona Murphy, Newsweek.



Audrey Jimenez, (left) Cartier International;
Lany Ruiz, Baume & Mercier, Latin America;
Madelin Bosakewich, Tatiana Kamie,
Christine Roeder, all Ideas Publishing Group.



Carl LeDunff,
Dow Jones International
Ana Torres de Navarra,
América Economía



Irving Plonskier, P²;
Jeff Stevens, Bloomberg Television

A Meeting of Minds in Miami



Panel members included discussing "Advertainment" included Laurel Wentz (top right), international editor, Advertising Age, and (below right) Mike Zellner, chief editor, Latin Trade.



At the first "Advertainment" forum organized by Synapsys International, in partnership with the IAA, Yahoo, the Latin American Multichannel Advertising Council, Latin Trade and P&C, attendees heard a panel discussion about the relevance of traditional advertising. Among those at the event were (top photo, from left) Andres Cisneros, Cisneros Group; Eric Hoyt, Hoyt Americas; Eduardo Cisneros, Cisneros Group. Above, Walter Longo (left), Synapsys International, and Jaime Cohen, Kodak Latin America.

Sony Entertains and Celebrates "Upfront"



NEW YORK

Sony Pictures Television International mixed work and fun when it debuted its fall shows. Among those celebrating are Carolina Padula (from left), Sony Entertainment Latin America; Pedro Usuriaga, Chivas Brothers; Maria Cueva and Sam Rodriguez, both Mediacom.



Sisters Erica and Tina Campbell, known as gospel singer/songwriter duo Mary Mary, entertained the guests.



Others enjoying the evening: Disha Desponde (left) and Dick Soule, both Sony; Eileen McMaster, Anne Klein.

PEOPLE AND PLACES



SYDNEY

When James Greet, CEO, Optimum Media Direction, spoke about "London, Hong Kong, New York—Australian Advertising's Axis Of Evil?" at an IAA Australia luncheon, listeners were all ears. Among those attending: (from left) Simon Hopkins, Seven Network; Jackie Beck, Universal McCann; Geoff Clarke, MindShare; Matthew Granger, Kurt Burnette, Maddie Street, Geoff Noonan, all Seven Network.



Mary Thompson (from left), Tisha Dawson, Kim Hudelle, Curtis Jones & Brown.

Don Brockman (from left), consultant; the speaker James Greet; Heather Leembruggen, Communications Plus; Les Margulis, Etc; Helen Boothby, Pacific Publications; David Devonshire, OMD Australia; Toni Petra, ATR.



IAA日本



TOKYO

Z. Kishikawa (left), Yamaha Motor Co., accepted the Grand Prix for the IAA Japan Best Advertising award from Saburotsuke Suzuki, Ajinomoto Co.



Other winners and attendees included: (front row, from left) K. Hisaeda, Toyota Motor Co., Z. Kishikawa, Yamaha Motor Co.; Saburotsuke Suzuki, Ajinomoto Co., M. Ishikawa, Fuji Heavy Industries (Subaru); T. Yoshida, NEC. (back row, from left) M. Tachibana, Dentsu; T. Michizuki, Yamaha Motor Co.; (unidentified); Ryo Honda, Dentsu; Jiro Ogawa, Dentsu.

Summer is the new winter in Miami. But not August. That's international jeterati stay-at-home month. This is a great time to avoid the riffraff and get a decent table in America's most terrific city. • Why terrific? Because that's what the condominium brochures say. You likely think the only people who hang in this sunny land are blue-haired Cadillac owners (Escalade or Deville, depending on if you are hip-hop or hip replacement). You'd be wrong. Why now? Like you have a choice, it's all business!

MANDARIN ORIENTAL MIAMI
500 Brickell Key Drive, Miami
1-305-913-8288

this and that

Just in case you feel like being cultural, Miami has a great design district, full of exciting design stuff. Whatever that is. It's the area near Biscayne, up by the 30s. Hot hangouts include Grass, which strangely enough, features grass. Galleries and boutiques are popping up all over so just wander. If you need to rent a boat, call Jason Binn at Ocean Drive magazine to try to score his sleek 70-footer. Well, it's not actually his, but you can SAY it is. Tara Reid not included. Charter details: <http://www.oceandrive.com>. Finally, at the Ocean Drive site you can register for the magazine's party list. Jason's annual bash in February

where to stay

Is AMEX the Centurion coming? Shore Club.
No expense account? The Raleigh. It's just as well located and features history: Esther Williams did synchronized laps here in a little swim cap back in the '20s. The hush-hush is that the hotel has been nabbed by the people who own the Standard in LA and will soon be retrofitted. Of course that translates into big dollars on your room service bill and luxurious Molton Brown products in the bathroom, so go now, while it is still cheap. The rooms are... stark, the beds low and the lighting, who cares; it's on the beach!
Note to circus performers: Some rooms are big enough for gymnastics AND the ad shoot.
THE SHORE CLUB
1901 Collins Ave, Miami Beach
1-305-695-3100
THE RALEIGH
1775 Collins Ave, Miami Beach
1-305-534-6300

Grendene family. It's very homely, country Italian. If anyone happens to ask, yes, your second home is in Venice too.
ALTA MAR
1223 Lincoln Road, Miami Beach
1-305-532-3061
CASA TUA
1700 James Ave, Miami Beach
1-305-673-1010

"sorry, you're not on the list."

If it's a weekend, go check out the lollygagging at the Nikki Beach Club, the south end of South Beach. Nothing like an afternoon looking at gorgeous people to invigorate the senses. Even in summer, Miami is all about the scene. Again, it is worth staying at the Shore Club if only to have access to SkyBar, the hot hangout. The bar is filled with people whose lips were attacked by killer bees, inflating them to such an extent that they could not eat, giving them killer thin waists. Nature's cruel beauty, sigh. Mynt remains a destination. Do not wear silk or other such finery here, as the less the better is the only rule for this modernist nightclub. On occasion you may find yourself in a foamy atmosphere with twirling dervishes circling you, but do not fret, this is part of the local culture.
NIKKI BEACH CLUB AT PENROD'S
1 Ocean Drive, South Beach
1-305-538-1231
MYNT
1921 Collins Ave, Miami Beach
1-786-276-6132

daylight activities

Brunch? Then try Icebox, off Lincoln Road. Go early, grab a three eggwhite omelet and a spirulina shake; then nip over to Fritz's Skate Shop (on the promenade) and rent a pair of blades. You are bound to run into over-aged bladers, including men in suspiciously short shorts, which you can follow. The groups stop traffic, so you are less likely to be run over by a speeding Escalade.
ICEBOX CAFE
1657 Michigan Ave, Miami Beach
1-305-538-8448



All the Zen tranquility here at The Spa at the Mandarin Oriental will make you think you are in Thailand. The hotel does, after all, have Oriental in its name.

chow

First, we'd like to put the kibosh on this whole Coconut Grove thing right away. It's nice, but it's mall nice, not Capri nice, so when your colleague from Dallas suggests checking it out, kindly steer her back to the beach, up to Bal Harbour, or at least to Biscayne Bay. For dinner, you want to be climbing into Alta Mar on Lincoln Road, or if you want to feed your boss' ego, hit Casa Tua, owned by the

best place to close a deal

Drive in for tea in the lobby of the Mandarin Oriental on Brickell Key, and bring the contracts. Afterward, to celebrate, zip down to the spa for a little back pound and a margarita by the pool. You deserve it. All that zen will make you think you are in Thailand. Make sure you bring the plastic.

featured these lines: A-M, N-Z, and MODELS. You know, naked people at the dessert buffet eating chocolate cake. Off each other. Maybe they ran out of plates. ●

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