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**LATIN AMERICAN** **50**

**ENGINES OF GROWTH:  
Challenges and Opportunities of Emerging  
Economies**

**Brazil: Revealing the Secrets**

**Woolmington: A New Inflection Point**

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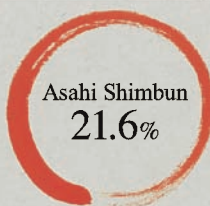
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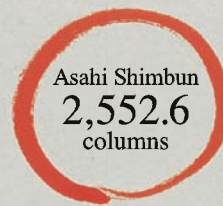
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## ¡Felicitaciones!

In an effort to acknowledge the region's best talent and inspire others to recognize Latin America's marketing potential, **The Internationalist** has named 50 of the marketing “movers and shakers” who comprise the top client talent focused on Latin America now.

Some have pan-regional responsibility out of Miami, New York or São Paulo; others may be local role models —particularly in large markets like Brazil or Mexico or growing ones like Colombia or Chile. A few have a global focus but are true advocates for the region. All are marketers who think differently, create great work, use innovative media ideas and generate strong results.

**THE INTERNATIONALIST'S LATIN AMERICAN 50** are today's marketing leaders who are shaping our industry for tomorrow.

They are devoted internationalists who understand the value and complexity of building brands across borders. Some may be inspiring people in their home market, around the region or around the world. Others are simply risk-takers who demonstrate why status-quo just won't work anymore.

All recognize that the business of marketing is being rewritten every day. And **THE 50** are the authors for Latin America — whether out front or behind the scenes.

Personally, I have great respect for those professionals who have been marketing in Latin America over the years. They have experienced more political uncertainty and economic boom-bust than most of their peers around the world, yet they find solutions and never give up on serving the needs of their consumers. We could all learn much from their resolve.

¡Felicitaciones! And congratulations to all.

*Deb Malone*  
Publisher

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Lyse Doucet,  
Middle East Correspondent

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# ENGINES OF GROWTH: Challenges and Opportunities of Emerging Economies

While the advertising world turned its attention to the Cannes Ad Festival, a two-day Davos-style event took place across the Atlantic where global business leaders, policy makers and C-Suite executives discussed ways to reinvent business growth and redefine innovation.

In just its second year, the New York Forum, created by Richard Attias, renowned for his work with The World Economic Forum at Davos, The Clinton Global Initiative and Publicis Events Worldwide, discussed how to bridge internationally-minded companies from fast-growth economies with the world, while highlighting New York as the center of global finance, business thinking, market understanding and media power. Without doubt, Attias firmly recognizes the importance of cities as the key engines of dynamism and innovation. The choice of New York was no accident.

Conceived out of a conviction that the business world is at a crucial crossroads, The New York Forum balances the challenges corporate leaders face in a time of volatility and uncertainty, and the distinct opportunities created by growth in emerging economies.

Some of the varied global issues raised included:

## **Does Geography Matter?**

Is the world flat or spiky? Some analysts of globalization see a leveling of opportunity and a global contest for talent, ideas and advantage. But others still assert the primacy of place. What's the right lens for corporate leaders?

## **The New Arab World: Investing In Change**

The political transformation in North Africa and the Middle East also presents an opportunity for economic transformation. Hidebound, crony capitalism could be replaced by more dynamic, open economic systems. What can global business do in the region? What are the key opportunities and where are the likely pitfalls?

## **Inspiration From The Edges: What Innovation In Developing And Extreme Markets Should Be Teaching Us**

We've entered a world of "reverse innovation", where ideas created on the "edges" increasingly influence the "center". How are companies and organizations learning from and experimenting at the edges of their core markets? What roles are global corporations playing in developing these new models? How do we get away from another version of

imperialism and collaboratively design a future for economic success?

## **Allowing For Failure**

"I don't know" is the least common phrase in business today. But in innovative organizations it needs to be repeated constantly. How can organizations learn to be more experimental? And once they have the experimental culture, how can they measure and apply the results of those experiments?

Two key subjects were of particular interest; they involved Latin America and China.

## **The Rise of The Multilatinas**

Among the trends discussed at the Forum is the rise of Multilatinas or those companies from Latin America that are not only taking advantage of regional opportunities, but are creating new business models that can apply to other parts of the world. Given the fast rise of so many Latin American economies, the advice of Multilatinas panel moderator Luis Alberto Moreno, President of the Inter-American Development Bank, includes: "Go south, go south and go fast!"

Despite their fast-growth economies, many Latin American companies have not

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forgotten the lessons learned from several decades of instability. As a result, they have created world-class management teams and are looking outside their home countries for balanced growth. In fact, today there is \$43 billion in outflows from Latin American countries— particularly Brazil, Chile, Mexico and Colombia; while much of this money is invested within the region, more is reaching the rest of the world.

**Cinépolis**, the Mexican-based chain of movie theaters is one such example. (Its name means City of Cinema and its tagline translates to "The Capital of Cinema.") CEO **Alejandro Ramírez** described how the company evolved to

be the largest Cineplex chain in Mexico through technology, innovation and solid marketing strategies, and then grew to become the leader within Latin America with 2300+ screens in over 240 multiplexes in Guatemala, Costa Rica, Panama, El Salvador, Honduras, Colombia and Peru, in addition to its Mexican home base.

Cinépolis also made the transition from the Spanish-speaking world to the Portuguese one by beginning operations in Brazil. The company has also entered the Asian market by initiating operations in India, and has now created more than 16,000 jobs in the world. Its next expansion project will be



the launch of top-quality movie theaters in California—complete with luxury seating, waiter service, and elegant food and beverage choices. The company now ranks fourth in the world and has assumed a socially-responsible role with a focus on adding value to the communities in which it operates.

Brazilian-based **Odebrecht** is another example of a pioneering Multilatinas giant with 120,000 employees and diversified operations throughout Latin America, as well as the US, Europe, Asia and Africa.

**Felipe Jens**, President of Odebrecht Participações e Investimentos, discussed how his company initially recognized that no single model could be applied to the diverse countries of Latin America, each with varying governments, regulations and societies. He also emphasized how each investment in any market should lead to a self-sustaining enterprise.

Today Odebrecht is Brazil's largest service exporter, and among its many businesses are: engineering and construction, petrochemicals, bioenergy, oil and gas, defense and technology, infrastructure, and real estate.

**Federico Restrepo**, CEO of Empresas Públicas de Medellín (EPM), the state-owned multi-utility company in Colombia, shares Felipe's Jens views on local trust. Although his company has grown by acquisition outside of Colombia, they do so by trusting in local talent, and a key part of their due diligence process is determining the

credentials of the management team.

Currently EPM is the second biggest energy distributor in Central America with presence in Guatemala, El Salvador and Panamá. It is the second largest company in Colombia, and among the Top 10 in corporate reputation. Although owned by the Municipality of Medellín, EPM has been run like a private enterprise since its inception in the 1950's, and is admired for its corporate governance and corporate social responsibility standards.

When these growing Multilatinas see challenges, it is largely in the form of new talent. They agree that there is a lack of qualified people in their local markets to keep up with the growth levels they are now achieving — whether at the C-Suite or within the labor force to work with investment and infrastructure. They acknowledge that education is a long-term solution, but they still need to find new answers to the talent question in this current decade of growth.

### China's Business Model

China today is often described with superlatives — from largest population to fastest growth to greatest potential. The country also won its first top advertising honor with a Grand Prix at the Cannes Festival for a press ad created by JWT Shanghai for Samsonite luggage called "Heaven and Hell" (See ad above.)



Although marketing may be one of the engines that will help China transition from a manufacturing-driven economy to a consumer-driven one, this surging nation now uses half of the world's cement, a third of its steel and a quarter of its aluminum. It adds more gigawatts of power annually than India's whole grid. China's approach to business, trade, government policies, entrepreneurship, talent and innovation is of tremendous interest to all the world.

This week at the New York Forum, some of China's top business leaders talked openly with global policy makers and C-suite executives about how they'd like to work within their own country and how they'd like to work with the world. (The Forum counted 26 Chinese CEOs among its participants, including Lenovo CEO Yang Yuanqing.)

Moderated by , Deputy Foreign Editor of The New York Times, four CEOs discussed both China's potential and China's challenges with a candor and honesty rarely shared at business forums. The discussion participants included:

**Feng Lun**, Chairman of Beijing-based Vantone Holdings, one of China's most significant

real estate investment companies boasting the largest amount of paid-in capital.

**Klaus Kleinfeld**, Chairman & CEO of Alcoa, the world's leading producer of primary aluminum and fabricated aluminum. Alcoa started doing business in China through a technology relationship with China Non-ferrous Corporation (now Sino Metals) in the 1980s and has invested nearly \$800 million in China's aluminum industry.

**Liang Xinjun**, Vice Chairman & CEO of Fosun International, the largest privately-owned conglomerate in Mainland China. Its range of business includes

pharmaceuticals, property development, steel, mining, retail, services and strategic investments.

**Wang Shi**, Chairman of China Vanke Company, the largest residential real estate developer in China. Headquartered in Shenzhen, Vanke develops, manages and sells properties across 20 cities in Southern China.

Although all believed that China's extraordinary growth will continue, they touched upon the economic challenges that Prime Minister Wen Jiabao cited in calling the Chinese economy increasingly "unstable, unbalanced, uncoordinated and unsustainable." There was also acknowledgement of the contradictions between urban and rural China, the tension between growth at the local level versus central planning, and the separate ways of the private sector and government-run operations.

While the private sector has provided more than 70 percent of new jobs, state-owned enterprises continue to play a major role and are even becoming a stronger magnet for young local talent. One panelist credited this public-private "hybrid" model as one reason for China's continuing success, calling it the "most competitive model."

The CEOs also agreed the development of China's economy is still in its formative stages. According to Vantone's Feng Lun, "We are working toward maturity and have a lot of hope, but there are imbalances similar to a child's growth. The US experience is over 200 years; ours is just 30." Vanke's Wang Shi admitted, "After 3 decades of liberalization, there is still room for to improve and raise our standards to an international level. We need to be more outstanding."

Fosun International's Liang Xinjun suggests that a major change is coming for capital investment as we'll see an increase in the number of IPOs in China. This is not only a testament to increased innovation, but also a promise of a strong return.

Interestingly, Alcoa's Klaus Kleinfeld was asked a quick series of questions: Will the market continue to evolve now? Is China more open to investors like Alcoa? Or is the country becoming more self-sufficient? His answer: "A resounding yes, yes and yes."

Interestingly, Richard Attias, Founder of the New York Forum, commented, "People (outside China) don't understand what is going on in China, some only see the cliches about China".

During a recent trip to some of China's emerging cities, he noted that in Chongqing, 80 percent of the motorbikes in the street are electric. He added, "On a larger, national scale, China is now the world's top investor in alternative energies, and nearly every new industrial project in the country integrates green technology."

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## Naked's Paul Woolmington Defines the Inflection Point now Occurring in Marketing & Communications



**Paul Woolmington**

Paul Woolmington joined Naked Communications as a founding partner to bring the Naked brand and philosophy to the Americas. In parallel, he was also appointed a global partner in the holding group, which currently has twelve-plus businesses in eight worldwide locations.

A 25+ year veteran of the marketing, advertising and media industries, prior to Naked Woolmington founded and served as the Media Kitchen's Chairman and CEO (Head Chef), leading its charge for media neutrality, creativity, accountability and innovation.

Paul has also held the positions of Worldwide Chief Strategic Officer and President, Media Operations, at Young & Rubicam and the Media Edge. Before joining Y&R and the Media Edge, he was Worldwide Media Director at Ammirati Puris Lintas, based in New York. Working out of the UK, Paul founded 20/20 Media, a specialist communications management and strategy company, which was the first of its kind in Europe.

There's no question that Paul Woolmington is both a champion of innovative thinking and a veteran of the marketing, advertising and media industries. Prior to his current role as Founding Partner of Naked Communications, he worked at both large marketing and advertising concerns, including IPG, Y&R, and WPP, as well entrepreneurial ventures like the Media Kitchen, which he founded. His objective thinking often shapes new directions for our industry, and today he believes we are at an inflection point in marketing and communications.

Interestingly, the term "inflection point" comes from Mathematics where it defines a point on a curve that changes from concave to convex, for example. It also characterizes a time or an event that changes how we think and act. Paul believes we are now at an inflection point between re-energizing the old and embracing the new. Successful marketers must not only "loosen their muscle memory," but find equilibrium with what worked in the past to build legacy brands, while integrating new thinking to arrive at contemporary solutions. He is careful to emphasize that either element in this balance should not be at the cost of the other. "I'm not saying that we should refrain from embracing today's 'shiny, new objects,' but we should simply consider which behaviors and actions best affect a business result. The future of creativity will be about creating, architecting and liberating behavioral ideas in such a way that can influence and inform all brand stakeholders across all channels."

"Sometimes," he adds, "we need to insure that the unsexy is the new sexy."

According to Paul Woolmington, "today a brand can be better described as the sum total of its behaviors and its stakeholders' behaviors through all forms of internal and external communications. And that means there cannot be a predetermined media mix or channel mix. One must first be aligned and prioritized, then determine the right brand behavior and actions before executing."

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

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

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Ever restless at Naked, they have created a new process to help clients better navigate this bold converged world, built around a revolutionary behavior change model. The model turns the old AIDA model (awareness drives desire, interest and then action) on its head — quite literally — to a model based on modern cognitive behavioral psychology where the proved practice of doing something (taking an action) is more effective at changing your mind than trying to change your mind. Thus actions through all old and new forms of communications are increasingly becoming the key driver of behavior change and more effective marketing activity today. Further helping bridge the integration between new social forms of media which are inherently action-based with traditional channels rethought.

Proving that Confucius was right after all: “Tell me and I forget, show me and I might remember, involve me and I will understand”.

“Today,” Paul Woolmington says, “the priority of communications has changed to action. Marketing today is about changing behavior whether through the small actions of a social, digital community or through large, galvanizing actions that can create strong ties. In fact, the future of creativity may be about big behavioral ideas that sit way above advertising, but can inform and influence all brand stakeholders.”

He cites an example of how Naked’s work with Kimberly Clark’s Kleenex brand uses media objectivity in order to do the right thing for the brand to affect results.

Kleenex has been synonymous with softness for decades; however, when the brand launched a product with moisture woven into the tissue, it created a demonstrable innovation. When deciding how to launch and advertise the product, it became clear that touch would be critical to its success. In other words, actually feeling softness would make all the difference, and the massive integration around the campaign then became simple—everything had to filter through the idea of touch. One of the fastest ways to change behavior was to get this new product into people’s hands. This resulted in some of the largest in-store sampling programs in the US, as well as product inserts in magazines, FSIs, direct mail, point-of-sales shelf displays and mall tours.

TV also supported the initiative but did not lead it. So, in an era when most marketers are looking for a sophisticated web strategy, traditional methods— with a contemporary spin-- worked for this brand. (You can’t—yet—touch something on the web.) By having the objectivity to recognize that touch would change behavior and drive the success of the launch, it was key to integrate it across, well, all touchpoints.

Of course, most brands need a digital component today. However, chasing the new shiny object, because it is current, may not be the answer if it doesn’t meet a brand’s particular objectives or affect behavioral change. Sometimes, we need the courage to recognize that unsexy can indeed be the new sexy, and know when to integrate the old and the new.



***“Chasing the new shiny object may not be the answer if it doesn’t meet a brand’s particular objectives or affect behavioral change.”***

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from the blackberry of deborah malone



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## DANNY MORALES TO OMD LATIN AMERICA

**Danny Morales**, who has specialized in Latin American and US Hispanic media for the last 15 years, has taken a new position at Miami-based OMD Latin America as Regional Senior Group Account Director. He'll be managing the Johnson & Johnson business, while also working with Hilton

and Mercedes Benz Latin America.

Danny sees strong digital opportunities in Latin America and identifies the two key drivers as social media and video. "These sectors," he says, "remind me of the fast growth of cable in the region over a decade ago and current pricing is equally beneficial. Now is the time to build deals."

He also believes that Latin Americans are more tech savvy than most people expect. "The penetration of smart phones may not be as high as the US, for example, but Latins use them more. They'll text each other with video, then link to social networks—particularly in Brazil. People regularly watch Globo TV on their mobiles."

Danny's past roles have included: Vice President Associate Media Director at Draffcb, as well as other media positions at Lopez Negrete Communications and Bromley Communications.

## MPG EXPANDS ITS GLOBAL TEAM IN NEW YORK

Two familiar faces in the international community are now smiling at MPG—**Adnan Brankovic** and **Amy duPon**.

**Adnan Brankovic**, among of The Internationalist's first group of Agency Innovators named in 2007, is now Vice President, Group Account Director for MPG's Dannon business. He most

recently spent three-and-a-half years at Initiative as VP Account Director and focused largely on international planning and buying management. There, he also created the multimedia communication strategy to promote Hitachi's "2025" environment sustainability vision. Earlier roles in New York included media planning positions at Mediaedge (now MEC) and also MPG—making this new role his second stint at the Havas shop.

**Amy du Pon** is now MPG's Senior Vice President-Director of Strategic Planning for North America. She'll oversee all of the strategic planning at MPG and work with account teams across offline and online media. Amy had spent over a decade at Interpublic's Universal McCann and had most recently served as SVP—Director of the Global Program Office. In this role, she provided communications planning support for both North American and global clients and also facilitated Curiosity workshop training across the UM network. Amy had earlier international media roles at UM in both New York and London.



## MATT RAYNER TO EVP, MANAGING DIRECTOR AT STARCOM MEDIAVEST GROUP

Well known international media executive, **Matt Rayner**, has just started with Starcom in New York to manage the global Samsung







account. Those who remember their client-agency history, will recall that Matt served as VP/Global Media Director for Samsung Electronics via Cheil Communications in both New York and Seoul during three years from 2003-2006.

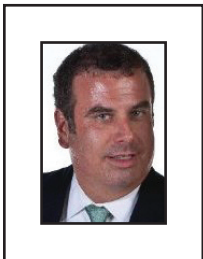
Matt's 20-year career is impressive. Originally, from the UK with a start as media planner at JWT London, he was an early pioneer in China during the 1990's with several roles at Dentsu Young & Rubicam in both Guangzhou and Beijing on such brands as Nestle, Colgate-Palmolive and Nissin Noodle. He's been heading international roles from the US side of the Pond since 1999 when he started at Mediaedge in New York (now, of course, MEC).

**Latha Sundaram**, also an *Internationalist Agency Innovator* (class of 2009) and 16-year veteran of Starcom Worldwide as EVP/Managing Director, will now run the newly-won Microsoft account globally while Matt takes on her former role with Samsung.



**SEAN SYMPSON: NEW SENIOR DIRECTOR AT VONAGE**

**Sean Simpson**, another international media agency veteran, who actually worked with Matt Rayner along the way, has now moved to the client side. Sean has taken on the responsibility of Senior Director-Media at Vonage, one of the newer players in phone communications.



Vonage is actually a software technology company that enables high-quality voice and messaging services across multiple devices and locations over broadband networks. The company is known for affordable communication solutions and has been making inroads against some of its larger phone company competitors.

A member of the IAA-NY Board, Sean's recent roles have included: Engagement Consultant at Boston Film Partners; Senior Vice President, Global Group Account Director at Mediacom; Senior Vice President, Global Group Account Director at Initiative and Partner, Group Account Director at Mindshare.

**MARINA KISSAM TO CNBC**

**Marina Kissam** is the new Marketing Director for Television network CNBC in the EMEA region. Based out of London, she'll have overall responsibility for marketing, with a particular focus on sales marketing, and also coordinate global activities with the

US and Asia. Marina will lead CNBC's event strategy and manage key partnerships, including the channel's relationship with the Marussia Virgin Racing Formula 1 team.

She contributes over 15 years of media marketing experience to her new CNBC the role. Her past positions have included Marketing Director for *Time* and *Fortune* magazines in EMEA and marketing roles at AOL in London and New York.



**MICHÈLE BEECKMAN LEADS A NEW INITIATIVE CALLED IMS**

After 21 years as the International Director of Belgium-based Roularta Media Group, **Michèle Beeckman** will take on a new role as the leader of International Media Services (IMS). The initiative, launched on July 1, is supported by Roularta, and will enable Ms. Beeckman to work with international publishers as they look for advertising representation in the Belgian marketplace.



IMS launches with the print and online portfolio of the Express Roularta Group France, which includes such lifestyle titles as *Côté Sud*, *Côté Ouest*, *Côté Est*, *Côté Vivre Paris*, *Idéat*, *Styles Express*, *Maison Française*, *Maison Magazine*, *Côté Terrasses et Jardins*, *l'Expansion Tendances*, *Point de Vue*, *Studio Ciné Live* and *Zeste*, as well as the news and business magazines—*l'Express*, *l'Expansion*, *Mieux Vivre Votre Argent* and *l'Entreprise*.

Plus IMS will also represent other international products in the Roularta Media Group portfolio, including A NOUS Paris/Lyon/Lille and Marseille; the City Magazines in Slovenia, Croatia and Serbia; a selection of RMG Germany home/lifestyle magazines—*Gärtnern*, *Grün*, *Living & More*, *Dekoideen*, *Country Living Wohnen*.

**Ana Matut** also joins IMS as Account Manager for Germany. The IMS offices will be located in Zellik, Belgium. Michèle Beeckman will report directly to **Rik de Nolf**, CEO of Roularta Media Group.

**DYLAN SCHUITEMAKER CIRCLES THE GLOBE**

Amsterdam-based **Dylan Schuitemaker** has been making the rounds—quite literally—from Europe to the US to Asia, as he settles in as International Sales Manager for Holland's privately-held NRC Media (both NRC Handelsblad and NRC Next), one of the country's fastest growing media houses. Many know him from his former role at FD Mediagroep (*Het Financieele Dagblad* & BNR Nieuwsradio) where he spent 4 years also coordinating the company's international sales efforts. He started in the industry at VNU.



# LATIN AMERICAN 50

**“Latin Americans have an unmatched passion for life.”**

These are the words of Mark Stanley, one of **The Internationalist’s LATIN AMERICAN 50**, and the Senior Director and General Manger of Sony PlayStation for the region.

We asked **THE 50**, an outstanding group of talented leaders from a variety of categories- travel, finance, technology, retail, consumer products and luxury goods, what they saw as the biggest opportunities for marketers in the region now. Of course Brazil was noted. Edgardo Tettamanti, SVP Marketing for MasterCard for Latin America and Caribbean mentioned: “The tremendous growth of Brazil is consequently bringing benefits for the rest of the region.” However, he also pointed out perhaps the most significant trend as seen by these marketers: “Much of the potential to market in this territory lies in the digital space, since it allows delivery of content that engages consumers with the core elements of the brand and inspire conversations in a valuable way.”

In fact, Latin American marketers may be similar to their peers in the rest of the world in seeing the potential for online and social media to connect with consumers. Here are some examples:

“While traditional media is still a big player in Latin America, online marketing definitely has the biggest growth opportunity in the region. Social media and mobile have huge potential, as a growing number of the population accesses the Web through mobile devices.”

*Egidia Contreras, International Marketing Manager — Enterprise Holdings, Inc.*

“With the advancements of online advertising, I think the biggest opportunity in the region is capitalizing on the integration of online demand generation, social media, and mobile advertising to prove ROI.”

*José Luis Ruiz, Director LAD Advertising & Online — Oracle*

“At Burger King® we are leveraging consumer insights and technology to develop online and mobile tools that enable us to build a more authentic brand experience with our guests.”

*José R. Costa, Vice President, Marketing Latin America and Caribbean — Burger King Corporation*



“Interactive in the Latin American marketing world first means human relationship building.”

*Lori Folts, Regional Head of Marketing Communications for the Americas continent — DHL Express.*

“Our biggest opportunity as Marketers is to build meaningful brands for those consumers bringing them solutions that really can improve their lives and at the same time are responsible with the society and the planet.”

*Viviana Gutiérrez, Marketing Director Pet Care — Mars Andino*

“I'd say the biggest opportunity today is to grasp the huge impact and growth that social marketing is experimenting in our countries in order to drive preference to our brands in the most efficient, innovative and relevant way.”

*Harold Michelsen, Marketing Manager — Ripley Chile*

“The single most important opportunity is to capture the hearts and brand preference of the Emerging Consumers. The mid-tier consumer is growing significantly across many countries in the region to the point of becoming the largest socio economic segment. These are consumers that have similar needs, desires and aspirations of the higher classes, but limited resources to fulfill them. They are savvy consumers that are brand loyal as they cannot afford to waste money on useless or lower-performing products.

Sustainability is a state of mind that all marketers should truly start promoting from inside the company before creating isolated products or campaigns. Personal engagement is as critical as company commitment to meet the needs of the actual generations without compromising the future of the ones to come.”

*Santiago Cardenas, Strategic Planning/Marketing Services Director — Johnson & Johnson Latin America*

The second area might best be described as an opportunity for the marketing industry to mature through greater professionalism:

“Marketers' greatest opportunity is to capitalize on the fact that organizations in general are starting to realize the value that Marketing can generate to the lines of business and a company's bottom line, and not as a secondary role.”

*Roberto Ricossa, Marketing Leader Americas International — Avaya*

“The biggest opportunity in my point of view is to move marketing from equity building into a more responsible business role, where KPIs will serve to guide us against real business goals like sales or purchase intent.”

*Ricardo Monteiro, Head of Communications Latin America — Reckitt Benckiser*

“I see two major opportunities in the Latin American region: First, talent. We have one of the most creative and talented pools of talent. The problems posed to us are complex, and as such, we need to be more creative, flexible and strategic in addressing the solutions. One of our greatest strengths is the “Made in Latin America” talent pool. The second major opportunity I see is the commoditization of technology: From cell phone use, to broadband access, to Cloud computing. Thru technology Marketing is becoming personal and personable.”

*Andrea Padilla, Director of Field Marketing-Caribbean and Latin America, Marriott International*

Finally, these marketers are also concerned with issues of sustainability and responsibility.

***Congratulations to the **LATIN AMERICAN 50** who represent some of the region's best talent and who will, no doubt, inspire others to recognize Latin America's marketing potential and professionalism. Our hope is that all remain in our industry and on the 2012 list as it grows to the Latin American 100!***



Kim Allard

**KIM ALLARD**, *Regional Online Marketing Manager, Sony Latin America*

Kim Allard drives the strategy, development, implementation and optimization of Sony's online activities and campaigns throughout Latin America. Her work with the corporate site, e-commerce & social platforms has aligned more than 13 countries with a single digital strategy. Sony's social media campaign has culminated in being the first official Facebook Case Study for the region that has developed a fan base of more than 1M users, while delivering more than 11 million unique consumer engagements.

She's worked in the digital industry since 2000—mostly in her native Canada with companies like Teleglobe and Bell Canada. Born in Montréal, she holds both a Bachelors degree in Marketing and Management, as well as a Masters degree in Intercultural Management.

David Añon



Miguel Barcenas

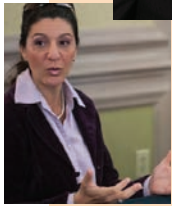
**DAVID AÑON**, *Senior Director of Marketing, Latin America, Research in Motion/ RIM (BlackBerry)*

David Añon oversees RIM's regional marketing presence in Latin America. He joined the company in 2008 as Channel Marketing Director for Latin America with responsibility for the marketing strategy associated with all of RIM's partners in the region.

Prior to RIM, he served as Vice President of Marketing & Communications at The Beacon Council, Global Marketing Director at Brightstar, and had various marketing roles at Sony Electronics. A Florida native, he holds a degree in International Business Operations from Florida State University and has completed post-graduate studies in eCommerce. He is also certified as a Black Belt in Six Sigma business management strategy.



Carlos Baruki



Elisabetta Bell

**ENRIQUE ARRIBAS**, *Advertising and Corporate Sponsorships Director, Banco Santander*

Enrique Arribas leads Corporate and Brand Marketing at Grupo Santander from the company's offices in Madrid, Spain. He and his team not only define strategy for sponsorships and advertising, but manage the execution of marketing projects in Latin America, Europe and other countries where the company is present. Grupo Santander is the largest bank in the Eurozone, as well as one of the largest banks in the world in terms of market capitalization. It is also among the Top Five Advertisers in Latin America.

Although a native of Spain, Enrique Arribas has a strong understanding of Latin America. He worked within the region for several years as Corporate Sponsorship Manager for Telefónica Latin America, where he coordinated sponsorships for the Movistar brand in thirteen countries, and as Advertising, Sponsorship and Trade Marketing Manager for Terra, the multinational Internet company, headquartered in Brazil and part of Telefónica Group.

Currently, Santander is a corporate sponsor of

the Ferrari Formula 1 team and the Copa Libertadores de America.

**REBECCA BARBA**, *Manager Global Marketing & Communications, Royal Caribbean Cruises, Ltd.*

As Global Marketing and Communications Manager, Rebecca Barba is dedicated to escalating the brand awareness and preference for Royal Caribbean International, Celebrity Cruises and Azamara Club Cruises, while working closely with her respective marketing teams throughout the world.

After more than sixteen years in the leisure travel segment and over thirteen years working directly for Royal Caribbean Cruises, she has developed a distinct understanding of the marketing of cruise vacations. Since joining the company, she has assumed responsibility for the strategic vision and overall creation of all collateral for North America, as well as leading the development of TV commercials, brand photography, radio spots, and regional and outdoor advertising programs, including the first DRTV campaign for the brand. She also managed loyalty program communications for both Celebrity Cruises and Royal Caribbean International and led Royal Caribbean's multicultural communications.

A native of Miami and a first-generation Cuban-American, she earned a Bachelor's Degree in Political Science and a Master's Degree in Integrated Marketing Communications, as well as a Cultural Arts Diploma from Spain's University of Salamanca.

**MIGUEL BARGENAS**, *Senior Marketing Director, Core Brands, Latin American Region, PepsiCo*

Miguel Barcenas has over 20 years of marketing experience with consumer product goods, and his last five years have been spent at PepsiCo Latin America where he is responsible for leading the marketing agenda for carbonated beverages, including Pepsi™, 7Up, and others. In overseeing the group's regional brand strategy, his focus includes the expansion of PepsiCo's beverages portfolio across Latin America, thematic advertising development, product and packaging innovation, plus new launches like Pepsi Kick, which was awarded a Gold Effie in 2009 for the Best Beverage Campaign in Mexico.

He also drives the development of regional marketing platforms through Music, Soccer, and Major League Baseball, as well as championing digital consumer engagement platforms like Pepsi Project Refresh, and furthering "Performance with Purpose," the company's sustainability agenda, through community charity projects. Last year, Miguel Barcenas was awarded the Chairman's Award for best "Performance with Purpose" initiative through his Operation Smile.

Prior to PepsiCo, he served as Marketing VP for Arby's Restaurant Group and Marketing Brand Manager at Procter & Gamble Mexico.

Santiago Cardena



Stephanie Cariglio



Maria Carrasquillo

**CARLOS BARUKI**, *Regional Vice President Sales & Marketing, Mexico, Latin America & The Caribbean, Hilton Worldwide*

Carlos Baruki has over 25 years of tourism and hospitality experience, the latter half of which has concentrated on sales and marketing. He was introduced to the industry as a front office team member at the InterContinental Rio, and then quickly advanced his career through a number of roles including operations at InterContinental hotels throughout Colombia, the Dominican Republic, Argentina and Brazil. In 2000, Carlos Baruki moved to The InterContinental Hotels Group Miami regional headquarters to fulfill a role in revenue management and marketing for Latin America. This marked the beginning of his commitment to sales and marketing.

Just this May, Hilton Worldwide announced his appointment regional vice president, sales and marketing for Mexico, Latin America and the Caribbean, where he will lead the sales and marketing strategy for the company's growing regional portfolio. His new role comes in time to help oversee upcoming hotel openings in key Latin American markets, including properties in Santiago, Chile; Bogota, Colombia; Panama City, Panama; and Merida, Mexico, among others.

**ELISABETTA BELL**, *Dealer Support Manager, Caterpillar, Inc.*

Elisabetta Bell is directly accountable for equipment-manufacturing giant Caterpillar's strategy, marketing operations and services marketing with dealers in Latin America. Her objective is to maintain or regain market leadership while delivering superior business results. She also drives the growth of both aftermarket parts and service to achieve the company's goals.

Prior to this critical dealer role, she led the development of strategic plans for the company to effectively support sales, dealers and customers through all available marketing communications channels and managed all advertising, media and communications budgets.

An advocate for the corporation's marketing function, Ms. Bell was quoted by World City as saying, "Marketing officials must constantly remind their companies that marketing is a revenue generator, not an expense." She also believes that "strategy is key. If you don't know where you're going, you don't know if you're effective."

**MATIAS BENTEL**, *Marketing Director, Latin America & Caribbean, Brown Forman*

Matias Bentel has wide experience in the Spirits and Wine industry across Latin America, the Caribbean and also the US Hispanic market. As Marketing Director for Brown Forman's Latin American & Caribbean region, he works with brands like Jack Daniels Tennessee Whiskey, Chambord Liqueur, Finlandia Vodkas, Fetzer Wines, Korbel Champagne and numerous tequila brands and other wines and spirits.

Prior to Brown Forman, Matias had spent 2 years at Diageo with regional marketing responsibilities for Smirnoff Vodka. He also spent another 2 years as Latin American Marketing Director for Allied Domecq, prior to their purchase by Pernod Ricard. Not only was he responsible for all marketing functions, but he developed a sport sponsorship

plan for Ballantine's, which is linked to consumer and trade promotional activity today.

He started his career in Argentina—initially as an Assistant Professor of Marketing, and then worked as a Product Manager at Kimberly Clark, also in Argentina.

**SANTIAGO CARDENAS**, *Strategic Planning/Marketing Services Director, Johnson & Johnson Latin America*

Santiago Cardenas was born in Medellin, Colombia and graduated in Business Administration from Universidad EAFIT, Colombia. He holds an MBA with Marketing Major from Saint Joseph's University, Pennsylvania, USA. He has more than 19 years of managerial experience in Regional Marketing and General Management positions at Johnson & Johnson Latin America. Started his career in Colombia and has had regional responsibilities out of several countries like Brazil, Colombia, Peru and Central America. Santiago is in charge of Strategic Marketing Services for the Consumer Business in Latin America. He, and his wife Doris, currently live in Sao Paulo, Brazil.

**STEPHANIE CARIGLIO**, *Marketing Brand Manager-LVMH Watch & Jewelry, Caribbean & Latin America TAG Heuer*

With an educational focus that started in France at universities in both Lyon and Paris that specialized in MASS (Mathematics applied to Social Sciences), few would have guessed that Stephanie Cariglio would wind up in a career in luxury goods—with a particular emphasis on Latin America and the Caribbean. Today, she serves as Marketing Brand Manager at the LVMH Watch & Jewelry division—a role she has enjoyed for nearly 7 years with particular focus on the TAG Heuer brand effort in the CLA region. An LVMH veteran, her earlier positions included Brand Manager for Dior & Chaumet and Area Sales Manager of Caribbean for LVMH Watch & Jewelry.

**MARIA CARRASQUILLO**, *Senior Marketing Manager, Jarden Consumer Solutions*

Maria Carrasquillo, Senior Marketing Manager for Jarden Consumers Solutions Latin America, is a highly experienced, results-oriented individual. In her current role, Maria is responsible for marketing operations & strategies and to guide the marketing in-country managers for more than 8 different countries. She strategically partners with product managers in the planning, development and implementation of brand strategies and new product initiatives. She leads the communication development of several brands such as Oster, Sunbeam, Bionaire and FoodSaver in the Latin American markets. Maria has extensive experience with the development of campaigns and works closely with agencies to produce quality for multiple brands materials applicable to the different markets across the region.

Prior to joining JCS, Maria was a Product and Merchandising Manager for Whirlpool Corporation where she worked with Whirlpool's global factories to develop products tailored specifically for the Latin American markets. From 2000 to 2003, Maria worked in Nazca Saatchi & Saatchi as a Regional Account Manager supervising Hewlett Packard's advertising initiatives in Latin America and managing multimillion dollar advertising budgets.



Fernando Cimato

Marta Clark



Egidia Contreras

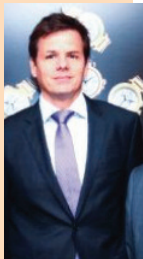


José R. Costa



Michael Costello

Juan Carlos Delgado



Luis Di Como

Denise Estefan Litten



Lori Folts



Alfredo Gonzalez

**LUIS CHAMPIN OLIVERA**, *Manager General of Marketing Network, PromPerú, Peruvian Tourism Board*

Tourism in Peru comprises the country's third largest industry, after fishing and mining. Although much of the tourism business is directed towards archeological monuments like Machu Picchu, ecotourism in the Peruvian Amazon, cultural tourism in colonial cities, gastronomic tourism, adventure tourism, and beach tourism are also extensive parts of the industry. Luis Miguel Champin Olivera's work as Manager General of Peru's Marketing Network, PromPerú, is critical to the nation's economy.

Earlier in his career, he served as Chief of Advertising at D'Onofrio, producers of ice cream, candy, chocolate, cookies and sweet panettone bread. (The company has since been acquired by Nestle.) He also started at JW Thompson as an Account Executive.

**FERNANDO CIMATO**, *Chief of Staff, Strategy & Business Planning, Hewlett-Packard*

Fernando "Tato" Cimato has been with the Hewlett-Packard Company since 1994 when he started as a Marketing Analyst in Argentina. Not only has he experienced dramatic change within his company, but also within the region and the way one now markets in Latin America. His current role as Chief of Staff for Strategy and Business Planning at HP, which began this year, also helps him put the challenges and opportunities of the region into a more comparative global perspective.

Prior to this new position, he served as Marketing Communications Manager for the Latin American Region with responsibility for all branding and communication channels for the Imaging and Printing Group (IPG). This included overseeing Public Relations, Advertising, SEM, e-Marketing, Trade Marketing Materials and Sales Tools. Earlier roles at HP included: Sales Territory Manager (Latin America) for the Enterprise Segment and Marketing Manager.

Few have the depth of understanding and breadth of experience in both marketing and knowledge of the region as Tato Cimato.

**MARTA CLARK**, *Area Vice President/ Latin America & Caribbean, Adobe Systems*

Marta Clark is certainly a veteran of software giant Adobe Systems where she served over twelve-and-a-half years at the Managing Director of Latin America & Caribbean. Today, she is in an expanded role as Area Vice President of the region.

Adobe helps its customers create, deliver, and optimize compelling content and applications — improving the impact of their communications, enhancing their brands and productivity, and ultimately bringing them greater business success. In 2010, Adobe was recognized as one of the World's Most Ethical Companies for its

commitment to ethical leadership, compliance practices, and corporate social responsibility. Marta Clark is also involved with programs to encourage women in leadership.

**EGIDIA CONTRERAS**, *International Marketing Manger, Enterprise Holdings*

Egidia Contreras is an International Marketing Manager at Enterprise Holdings, Inc., parent company to Alamo Rent A Car, Enterprise Rent-A-Car and National Car Rental. She is in charge of Latin America, Caribbean and Mexico Marketing, Advertising, PR, Strategic Partnership Alliances, including Online Promotional Campaigns, SEM, and Display. Egidia is responsible for developing and executing strategic marketplace initiatives and increasing brand recognition through both online and traditional advertising.

Before joining the International team Egidia worked in the Airlines and Partnership Department for Alamo and National where she assisted in signing a partnership with LAN Airlines' frequent flyer program.

Born in Ann Arbor, Michigan, raised in Venezuela, she later returned to the US to attend college and begin her career. She graduated from Oklahoma State University with a BS in International Business with focus on Marketing, Management and Economics.

**JOSÉ COSTA**, *Vice President of Marketing-Latin America, Burger King Corporation*

José R. Costa is Vice President of Marketing at Burger King Corporation where he leads all marketing efforts for 29 countries across Latin America and the Caribbean. His primary responsibilities are consumer insights, market research, product positioning and development, sales management, marketing communications (including advertising, interactive, promotions and public relations), pricing, and customer experience. Previously to joining Burger King Corporation, José was President of COSTA IMC a branding and interactive marketing firm with focus on the U.S. Hispanic and Latin American segments. He has over 15 years of experience both on the client and agency side, working for brands like Young & Rubicam, Bank of America, Pepsico, and YUM Brands. José has a Master's degree in Integrated Marketing Communications from Northwestern University and a MBA from University of Chicago.

**MICHAEL COSTELLO**, *Vice President, General Manager, International, The Clorox Company*

Michael Costello was named vice president – general manager, International, of The Clorox Company in March 2011. In this role, he has responsibility for the company's International division, which includes Australia, New Zealand and Africa; Asia; Middle East; Latin America; Europe; and Greater China. Costello is a member

of the company's executive committee. He joined Clorox in 1988 and has held positions in Research and Development, Product Supply, and U.S. and International Marketing. Most recently, he served as vice president – general manager of The Clorox Company's Latin American and Europe businesses since February 2008.

Michael Costello also serves on the board of directors of Voices Against Brain Cancer. He has a Bachelor of Science degree in chemical engineering from the University of California, Santa Barbara.

**JUAN CARLOS DELGADO**, *Managing Director, Cartier Latin America & Caribbean*

Juan Carlos Delgado has risen through the marketing ranks at Cartier Latin America—from Communications Manager to Regional Communications Director to Senior Director of Branding & Communications to his current role as Managing Director for the region, which emphasizes the importance of marketing to luxury brands.

The French luxury jeweler and watch manufacturer has a long and distinguished history of serving royalty, as well as stars and celebrities. Cartier also boasts an early history with the region, when in 1904, the Brazilian pioneer aviator Alberto Santos-Dumont complained of the unreliability and impracticality of using pocket watches while flying to his friend Louis Cartier. Cartier designed a flat wristwatch with a distinctive square bezel. This watch was not only a hit with Santos-Dumont, but also with Cartier's many clients. Thus, out of this timeless design, the "Santos" was born.

Today, Juan Carlos Delgado is insuring that "Les Must de Cartier" is something that is certainly desirable to a growing Latin American market.

**LUIS DI COMO**, *Senior Vice President—Global Media, Unilever*

Luis Di Como's career at Unilever has spanned many continents and his new role of SVP-Global Media certainly reflects that experience. He started with the company in his native Argentina, where he also led Unilever's defense against Procter & Gamble Co.'s entry into that market. He eventually rose to the company's Vice President Media Americas, where he oversaw integrated media communication plans for all brands across the region.

Luis did have a number of stops along the way and around the world, including Global Marketing Manager for Sunsilk, based in Thailand, and Global Communication Planning Director, based in London. He is also a University of Buenos Aires-trained economist and with an MBA.

**DENISE ESTEFAN**, *President, Latin America, Radisson Hotels*

Denise Estefan Litten has just been promoted to President of Radisson Hotels and Resort International Latin America where she'll be responsible for leading the strategy, management and key functional support areas of the company. In addition, she will provide the overall strategic direction for the development of the Radisson brand

in Central and South America through managed and franchised opportunities.

She served as Vice President of Radisson Hotels and Resorts Latin America for the last four years. A key to the success of Radisson's growth has been its connectivity to the global travel industry and its many sophisticated management systems and business building tools in such areas as reservations delivery including emerging areas of electronic commerce, customer rewards, sales and marketing, operations, training and public relations.

Prior to that, Denise worked for several hotel companies including Hyatt Hotels domestically and abroad where she held management positions in operations, as well as, sales and marketing.

**LORI FOLTS**, *Regional Head of Marketing Communications, Americas DHL Express*

Lori Folts is the Regional Head of Marketing Communications for the Americas continent of the international express-delivery leader DHL Express. Her geographic responsibility includes 49 countries and territories in Latin America, the Caribbean, USA and Canada. She directs the planning and creation of product promotions, brand advertising and sponsorship programs that favorably position, defend, incite trial, usage and acceptance of DHL Express products and services. Her deliverables include on-line and search engine marketing campaigns, ROI and campaign payback scorecards and customer retention incentives. Additionally, her 20-year experience also includes executive positioning, top-tier press relations, PR reputation measurement/scorecard dashboard and frontline communications.

Prior to DHL, Lori was credited for the development of two successful department "start-ups" at Fortune 500 companies – one of which was immersed within the Mexican culture and Spanish language and the other within the United States. During her international assignment in Mexico City, she served as the Group Manager of Marketing Communications and Corporate Communication for the company subsidiary.

**ALFREDO GONZALEZ**, *Vice President of International Business & Tourism, Greater Fort Lauderdale Convention & Visitors Bureau*

Alfredo Gonzalez has been working in the hospitality industry since 1980, mostly in hotel operations. In 1985, he entered the Marriott Hotels Management training program, and joined the Concord Resort in Orlando, Florida in 1989 as Director of Latin American Sales. He was then asked by Central Florida Investments to start an International Sales Program for their timeshare resorts.

He later joined Broward County (seat of Fort Lauderdale) to head their International Sales Department, and was named Vice President in 2004. He's a past member of the board of Directors for the Academy of Travel and Tourism in Broward and currently on the Board of Directors of Skai International, Miami Chapter.



Viviana Gutiérrez



Aurore Hetzel



George Gutierrez



Josie Llado



Kimberly Hutchinson



Etienne Kusmierek



Raúl Mandía



Juan Marrero



Michael J. Mathé



Dorian Mejia

**VIVIANA GUTIÉRREZ**, *Marketing Director Pet Care, MARS ANDINO*

Despite graduating as an Industrial Engineer, Viviana Gutiérrez's entire career has been focused on marketing. A native of Colombia, she started at Procter & Gamble where she spent 6 years working across a variety of brands, categories and different customer groups. She calls her 2008 move to Mars "a life-changing experience" when she became the Marketing Director for the Petcare Business in the Andean Region (Colombia, Ecuador, Perú, Venezuela and Bolivia). Not only has she achieved outstanding business results, but also built a strong organization and deep love for the plight of animals. Viviana jokes that she and her husband share a "four-legged daughter, a female cat named Lola." Her work has always been awarded a Gold Prize in The Internationalist Awards for Innovation in Media.

**GEORGE GUTIERREZ**, *Senior Director, Small and Medium Business Marketing, Cisco*

George Gutierrez has been in many worldwide roles in his career, but he always find a way to insure that he is a champion for the Latin American region. A graduate of Florida International University, which has fueled so many Latin American-focused careers, he is now the Senior Director of Cisco's Small and Medium Business Marketing initiative and works on global web strategies (end user and channel), social media, messaging, and campaign development. He also leads the Cisco SMB ad campaign across the Americas and Europe. International Sales Program for their timeshare resorts.

He's now spent a decade at Cisco in various roles, including Marketing Director and Director of Worldwide Media. He came to the California-based technology company after serving 8-years as a Manager of Media Operations at IBM, which followed another 8 years as a Media Director at BBDO.

**AURORE HETZEL**, *Senior Marketing Manager Audemars Piguet Latin America & Caribbean*

Aurore Hetzel may have studied Anthropology at Montreal's McGill University and completed a Masters in Political Science in Paris, but she has clearly found a career in marketing. She started as an assistant product manager at Louis Vuitton France, and then took another product management role at Unilever France before moving to a Marketing Product Manager role in the Latin American and Caribbean region for Cartier.

She's been with Audemars Piguet for the last four year in a region that represents expansion for the world's oldest watch manufacturer. Still in the hands of its founding families, the company was founded in 1875 and continues to underscore tradition, excellence and creative daring. Today the

brand encompasses complex mechanical watches, Haute Joaillerie creations, as well as a line of jewelry.

**KIMBERLY HUTCHINSON**, *Vice President, Marketing & PR Worldwide Casa de Campo*

Most would envy Kim Hutchinson's role at one of the world most luxurious, secluded, eco-friendly and complete sports resorts—also renown for providing anonymity to its many affluent guests. Although she has made her global marketing role look effortless, Kim has initiated numerous programs to keep the Dominican Republic's premier destination resort top of mind and at the top of the list in luxury. Late last year, Casa de Campo became one of the newest members The Leading Hotels of the World (LHW). At the same time, the resort completed a two-year \$40 million hotel redesign that now offers significant enhancement to the 7000-acre retreat.

Another MBA graduate of Florida International University (FIU), her goal is to keep guests coming back to Casa de Campo. We have no doubt she'll do just that.

**ETIENNE KUSMIEREK**, *Director Latin America, Bulgari*

LVMH's 2010 acquisition of Italian luxury goods retailer, Bulgari-- (The trademark is usually written "BVLGARI" in the classical Latin alphabet, where V = English U, and refers to the name of the company's Greek founder, Sotirio Voulgaris)—has doubled the size the French luxury company's watches and jewelry unit. Etienne Kusmierек now serves as Director of Bulgari Latin America—in a role that is certainly poised for expansion. South American Bulgari boutiques are found in Lima, Bogotá, São Paulo, Margarita Island and Quito.

Although Bulgari was known first for jewelry, its many product lines now include watches, handbags, fragrances, accessories, and hotels. The Luxury Division of Marriott operates Bulgari Hotels & Resorts as well as the Ritz-Carlton Hotel Company. Bulgari opened its first hotel in Milan in 2004, and a second in Bali in 2006.

**JOSIE LLADO**, *Associate Vice President of Advertising & New Media, Greater Miami Convention & Visitors Bureau*

Josie Llado brings to the Great Miami CVB both an understanding of travel marketing and an expertise with digital media. She spent a decade at Royal Caribbean Cruise Lines as Manager of Direct & Interactive Marketing where she managed multi-million dollar digital and print marketing programs. She then moved to the agency side as Senior Marketing Strategist at Publicis interactive shop,



Razorfish, and led the development of digital marketing strategies for global clients like Carnival Cruise Line, Burt's Bees, Neutrogena, Kraft, and Simsari.

Now at GMCVB, she's in charge of overseeing print and online advertising, in addition to managing the organization's web site technology and social media strategies. Although Miami's economy has certainly diversified and the city has certainly become the "Gateway to the Americas," tourism continues to be its largest industry. All reports are that tourism figures for both 2010 and the start of 2011 are very strong with increased hotel occupancy rates. We'll attribute it, in part, to Josie's new role.

**GERARDO LLANES ÁLVAREZ**, *Executive Director of Marketing, Mexico Tourism Board*

Tourism in Mexico comprises a significant industry, and the country is the number one destination for foreign tourists within the Latin America region and number two destination in the Americas. Gerardo Llanes Álvarez serves as Executive Director of Marketing for el Concejo de Promoción Turística de México, or Mexico Tourism Board, and oversees the coordination, design and development of both national and international strategies for tourism promotion for Mexico. (There is also a burgeoning domestic tourism trade as a growing affluent middle class begins to go on holiday within their own country.)

Mexico's most notable attractions are the Meso-American ruins, colonial cities, and its well-known beach resorts. In addition to individual tourism, the country also attracts many corporate Congresses and Conventions. Despite some of the past difficulties of H1N1 virus outbreaks, Mexico has been remarkable in using marketing to overcome obstacles. In fact, The World Travel & Tourism Council (WTTC) research shows that the country's Travel & Tourism Economy increased its contribution to 13.2% of Mexico's GDP, growing by 3.8%.

**RAÚL MANDÍA**, *Chief Marketing Officer Arcos Dorados*

Raúl Mandía has more than 15 years of McDonald's experience in Finance, Operations, Marketing and General Management. Now as CMO of Arcos Dorados (Golden Arches in Spanish), the world's largest McDonald's franchisee with exclusive rights in 19 countries and territories in Latin America and the Caribbean, he literally has a lot on his plate.

With ceaseless energy, Raúl has managed to lead the integration of the Brand Style of Communications in the region, implement Value Campaigns in Brazil, Puerto Rico and Mexico, develop Revenue Management and Pricing Strategy for Latin America, ensure that McDonald's Menu offerings remains relevant in Latin America and the Caribbean and develop advertising and media strategy for the region.

Some of the results have included over 50 months of positive sales in the region and increased market share and Brand Awareness in all the main markets. Since Arcos 2007 agreement with McDonald's, it has opened 232 restaurants, 124 McCafe locations, 430 Dessert Centers, and completed 308 re-images of existing restaurants. The company is committed to opening at least 250 restaurants within its territories in the next two years.

**JUAN MARRERO**, *Marketing Manager LG Electronics*

Juan Marrero has served in marketing roles at LG Electronics since 2007, and has helped the global leader in consumer electronics, home appliances and mobile communications reach the Latin American marketplace more effectively. His responsibilities include driving innovative marketing strategies based on consumer insights, new product introduction plans and management of the marketing budget. He has also managed business-to-business and mobile marketing at LG.

Interestingly, Juan started his career as an art director at Grupo Ghersy Communications before taking on his first marketing role at Ceramics Caribe. This provided him with an opportunity to work with ATL and BTL marketing activities, advertising and media campaigns, while also providing in-store exhibition and POP material distribution among 600 retail stores.

**MICHAEL J. MATHÉ**, *Vice President and General Manager, International Division, Toshiba America Business Solutions Inc. (TABS)*

Michael J. Mathé, vice president and general manager, International Division, Toshiba America Business Solutions Inc. (TABS), is responsible for managing the development and execution of all sales, marketing and operations efforts for TABS' international distribution channel in Mexico, Brazil, Latin America and the Caribbean. Additionally, Mathé is a member of the TABS Executive Leadership Team. In his current role, Mathé has contributed to strategically repositioning TABS as a market leader, and has significantly increased the company's major accounts performance in Latin America.

With expertise in developing, implementing and managing successful strategic international sales and marketing programs for new market and territory development, Mathé joined Toshiba America Information Systems Inc. (TAIS) in 1995, before TABS was formed as a separate division in 1999. He began his Toshiba career as regional sales manager, International.

Prior to Toshiba, Mathé was employed by Lanier Worldwide Inc., working in the United States, Canada, Europe and Latin America.

**DORIAN MEJIA ZUÑIGA**, *Market Development Manager Latin America, Puig*

Barcelona-based Puig is a luxury fragrance and cosmetic on the move and Dorian Mejia Zuñiga's marketing and media projects in Latin America have certainly contributed to the company's explosive growth. Formed in 1914 and still family-owned, Puig announced this spring growth of 20% in revenue and 89% in operating profit. International markets, particularly South America, now represent 75% of revenue. Puig's many brands include Carolina Herrera, Prada, Nina Ricci, Paco Rabanne and Comme de Garçon in its Prestige Group, Antonio Banderas and Shakira in its celebrity product line, as well as other designer, lifestyle, cosmetic and toiletry lines.

Dorian Mejia has been instrumental expanding the



**Adriana Gabriela Mendizabal Mora**

presence of many of these brands throughout the region. One such example is the Carolina Herrera woman's fragrance. Given the brand's interest in social responsibility issues, Inciativa SER (The To Be Initiative) to encourage early breast cancer detection in Latin America, a region where only 10% of new cases are diagnosed through early detection. Ms. Herrera became the primary spokesperson and a multiplatform/multi-channel campaign we born.

**ADRIANA G. MENDIZABAL MORA**, *Global Marketing Executive, Visa Inc. Latin America and the Caribbean*

Adriana Gabriela Mendizabal Mora is Global Marketing Executive for Visa Inc., Latin America and the Caribbean. In this role, she manages the strategic direction of the brand business, marketing research and analysis as well as the development and implementation of country, product and channel marketing strategies in Latin America and the Caribbean.

During her tenure at Visa Inc. she has led several strategic marketing initiatives that have driven regional transaction and revenue growth in alignment with global priorities. She has also led initiatives that have generated record-high brand metrics. In addition, Ms. Mendizabal Mora has positioned Visa Inc., Latin America and the Caribbean as the Global Center of Excellence for Sports and Affluent segment Marketing, with special emphasis on expanding the digital and point of sale channels.

Prior to joining Visa Inc., Ms. Mendizabal Mora gained extensive general management and marketing experience in companies such as Herbalife, Johnson & Johnson and Kodak in Mexico. She started her career in Procter & Gamble, where in a span of 15 years, she took on different positions such as Director of Marketing Operations & Strategic Planning for Latin America and Director of Baby Care and Feminine Protection Latin America.

**HAROLD MICHELSEN**, *Marketing Manager Ripley Corp, The Chilean Department Store Chain*

Harold Michelsen started his career at Nestlé Chile as a consumer marketing manager in the confectionery business. He then moved within the company to become a media manager, found that he loved it, and then accepted a Media Manager position with Procter & Gamble Chile. He then admits to following a colleague to Ripley, one of Chile's top retailers, now expanding throughout the region. Harold initially found the project interesting as it broadened his business expertise to research, public relations and legal issues. Now, four years later, he's become Ripley's Marketing Manager—overseeing 20 people and responsible for all communications for this billion-dollar business that comprises both retail and financial concerns.

(Not bad for the son of a doctor and a nurse, who graduated as an Agronomic Engineer.)



**Harold Michelsen**



**Ricardo Monteiro**



**Lourdes Montalvan**



**Luis Ortuzar**



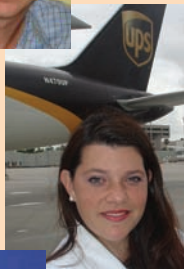
**Andrea Padilla**



**Luis Perillo**



**Edward Pilkington**



**Valeria Prado**



**Roberto Ricossa**



**José Ruiz**

**LOURDES MONTALVAN**, *Marketing Director Essence Corp, The Clarins Group*

Essence Corp. is the Regional Sales and Marketing office of the Clarins Group in Latin America and the Caribbean, and Lourdes Montalvan markets the Clarins beauty line, as well Azzaro, Thierry Mugler and Porsche Design fragrances. Her responsibilities focus on respecting the brand image and philosophy, while marketing the products to their full potential and insuring the success of new launches. This includes all brand communications, promotional activities and events, as well as incentive programs and in-store placement.

Lourdes has also earned an MBA from Florida International University.

**RICARDO MONTEIRO**, *Head of Communications Latin America, Reckitt Benckiser*

Ricardo Monteiro is an electronic engineer, with specialization on logistics, business administration and marketing.

He possesses more than 16 years of experience in the hygiene, cleansing, personal care, OTC and mass consumer goods markets. Before joining Reckitt Benckiser, Ricardo developed his career in purchases, logistics, sales and marketing/media at Procter & Gamble Brazil.

Since 2005, Ricardo is responsible for media, public relations and advertising content production for Reckitt Benckiser in Latin America, where he helped improve the ROI of marketing by five-fold and put RB in the list of the most important advertisers in the region. He's also the Vice President of the Brazilian Advertisers Association and VP of ABMN.

**LUIS ORTUZAR**, *Regional Marketing Director Latin America, Parfums Christian Dior /Fendi Parfums*

Luis Ortuzar may have started his career in the good consumer goods sector in Mexico with marketing responsibilities at both L'Oreal and Coca Cola; however, he has made a long career in the luxury market, principally with LVMH Perfumes and Cosmetics in the Latin America region since 1997. Perhaps one early element that has added to his success and his evolution to management has been the two years he spent as a fragrance buyer.

There's little question that LVMH sees Brazil, and to an ever larger extent, South America, as being very promising countries for luxury goods. (The company has had a presence in the region since 1973.) However, the recently announced LVMH investment in Sack's, the leading online retailer of fragrances, cosmetics and toiletries in Brazil, will also mark Sephora's entry into Brazil. And that should be very good news for Luis Ortuzar as he oversees the expansion of his brands throughout the region.

**ANDREA PADILLA**, *Marketing Director, Caribbean & Latin America, Marriott International*

As the Director of Marketing for Latin America and the Caribbean, Andrea Padilla is responsible for all brand marketing and messaging pull-through in target source markets. She also develops the strategy and manages the execution of multi-brand marketing plans through an integrated mix of marketing tools including advertising, direct marketing, eCommerce, distribution channels, promotions, and public relations.

Before joining Marriott International, Andrea's marketing career had a technology focus. She served as Marketing Director Latin America for Avaya International, as well as Regional Director of Corporate Marketing and Communications Director for Hewlett-Packard Latin America. Her start in the industry came at Burson-Marsteller, where she spent 6 years managing the technology practice for a range of clients including SAP, IBM, Qualcomm, Electrolux, and Visa. She also lived for two years in Brazil, managing all marketing and corporate communications strategies for Burson-Marsteller's technology clients based in Sao Paulo.

Andrea, originally from Colombia, has a B.A. in International Business from Florida International University in Miami.

**LUIS PERILLO**, *General Manager-Hilton Bogota, Hilton Worldwide*

Luis Perillo who has served Hilton Worldwide as Regional Director of Sales and Marketing for Latin America & The Caribbean since 1999—with one 4 four-year stint managing the opening of the Hilton Sao Paulo Morumbi—is now taking on another key Hilton assignment. He'll become General Manager of the newly built 245-guestroom Hilton Bogota.

Luis joined Hilton Worldwide in 1995 as director of sales and marketing for Hilton Venezuela. He then held various roles including regional director of sales and marketing for the Andean Region, opened Hilton Sao Paulo Morumbi and acted as general manager of Hilton Barquisimeto in Venezuela.

A native of Venezuela, Luis Perillo holds a Bachelor of Science degree in Hospitality Management from Florida International University and has also participated in several Hilton management programs at London Business School, IMD Lausanne, Switzerland and Cornell University. He'll also been a regular participant in the Internationalist's Media Matters Miami Think Tanks.

**EDWARD PILKINGTON**, *Global Category Director, Vodka, Rum and Gin, Diageo*

Edward Pilkington is responsible for creating, driving and executing the strategy for Diageo's Global Vodka, Rum and Gin business. The brands in this portfolio include Smirnoff Vodka (the world's largest spirit brand), Ketel One Vodka, Captain Morgan Rum and Tanqueray and Gordon's Gin.

A Diageo veteran, he's been with the company since 1995—in various marketing roles and in various parts of the world. Prior to his Global Category Director role, he served as Marketing and Innovation Director for Latin America and the Caribbean 2005—leading a team of 150 across the

region in brand marketing, innovation and consumer planning. This was a large geographic leap from his earlier position in Australia as Marketing Director.

Other roles included Global Brand Director of the Malibu Brand, an early Miami stint for Diageo working across the Americas as Director of Innovation and Strategy, plus initial marketing roles at L'Oreal and also Guinness as both a Marketing Strategy Analyst and an Assistant Country Manager for the Caribbean. Edward is a graduate of the UK's University of Birmingham.

**VALERIA PRADO**, *Marketing Communications Manager, UPS, Latin America and the Caribbean*

Valeria Prado was appointed Marketing Communications Manager for UPS Latin America in June 2005 and is responsible for the coordination and execution of UPS communications programs including public relations, advertising, direct marketing and customer communications for over 50 countries in Latin America and the Caribbean.

Valeria joined UPS in May 2000 as the Public Relations Supervisor for UPS Latin America responsible for managing the company's public relations activities in the region, including media relations, special events, sponsorships and crisis communication management. She has a Masters Degree in International Business and a Bachelors of Science in Business Administration from Saint Louis University and is an active member of UPS's Women Leadership Development program.

**ROBERTO RICOSSA**, *Marketing Vice President - Americas International, Avaya*

Roberto Ricossa, born in Mexico City, is the Marketing Vice President for Avaya responsible for defining and leading the Marketing Strategy throughout the Americas International Region, which includes Latin America and Canada.

With more than 17 years in the international telecom industry, Roberto has held various sales and marketing positions on international leading companies such as Avaya, Nortel and Anixter. He been able to apply his skills and experience from different angles: First, from working directly with end users as a systems integrator, then as a value added & logistics stocking distributor working with a reseller network, and now from the manufacturer's point of view, which allows him to better understand the needs and requirements of all the elements of the value chain.

**JOSÉ LUIS RUIZ**, *Marketing Latin America Advertising Director, Oracle Corporation*

José Ruiz joined Oracle in 2005 where he has held positions in the corporate global campaigns and advertising teams. He currently manages advertising and online demand generation for Latin America. He has over 15 years of advertising, direct marketing & online experience.

Prior to Oracle, José spent four years at PeopleSoft in the corporate direct marketing group and nine years on the agency side including Havas Advertising. José has a BS in Business Administration and International Marketing from San Francisco State University.



Raquel Solorzano

**RAQUEL SOLORZANO**, *Regional Media Manager, Diageo*

Raquel Solorzano is responsible for all Latin American Markets — (including Mexico, The Caribbean and Brazil, in addition to South and Central America) — for analog and digital media. Until 2010, Raquel worked as Corporate Media Manager at Samsung Latin America where she created a corporate strategic framework for leadership and media education to all levels of the organization for all media type (offline and online media), as well as lead and manage AOR media agency team and relationship for day to day operations.

Prior to Samsung, Raquel worked for Starcom MediaVest Group Latin America as Associate Digital Director with responsibility for long term digital marketing communications planning and execution for international clients like Procter & Gamble, General Motors, Research In Motion, and Telefonica.



Mark Stanley

**MARK STANLEY**, *General Manager, Latin America, Sony Computer Entertainment America*

Mark Stanley is the General Manager, Latin America, for Sony Computer Entertainment America. Mark joined SCEA in early 2008, bringing over 15 years of industry experience to the team. A native of Costa Rica, Mark has held various positions in the video game and high-tech industries, including SEGA, Expert Software and MyCity.com, while also having worked in the strategic agency world with DIGITAS, focusing on their Latin American expansion, and AGILOS, a strategic and creative agency which he founded. Before joining SCEA, Mark was SVP, Global Sales & Marketing for Intec & i-Tec Electronics, designers and manufacturers of video game and digital music accessories, where he was instrumental in the company's market leadership achievements. A constant entrepreneur, Mark has a reputation for establishing and growing products and ideas through creative sales and marketing initiatives. In his role with SCEA, Mark is responsible for all areas of PlayStation's expansion throughout Latin America. In his first three years with SCEA, Mark's role has been key in the formal launch of 18 countries across the region, and establishing solid market leadership across the majority of these markets.

**DIEGO STECCHI**, *Director, Latin America & Caribbean, Salvatore Ferragamo*

Diego Stecchi is director for Latin America and the Caribbean at Salvatore Ferragamo, a position he has held since 2000, when Ferragamo Latin America was established. He is in charge of the development and marketing of the fashion brand in the region, responsible for the whole Ferragamo line of products both in the domestic and Duty Free market. He is President of Ferragamo Mexico, Ferragamo Chile and Ferragamo Argentina, Ferragamo's direct investments in Latin America.

His University education was in Italy in both Perugia and Milan.

He and his wife are also the Founders of

Librosinfronteras. Created in 2005, Libros Sin Fronteras is a non-profit organization to promote education among underprivileged children by building libraries in their communities within Latin America. The organization also provides the tools to facilitate and promote primary education via teaching materials, computers and school supplies to the benefit of the children and their teachers. According to Diego Stecchi, "Our continuous contact with people from different Latin-American countries has enabled us to learn about their customs, culture and differences. They are our source of inspiration."

**EDGARDO TETTAMANTI**, *SVP-Marketing Group Head, Latin America & Caribbean, MasterCard Worldwide*

As SVP-Marketing Group Head, Edgardo Tettamanti is responsible for the strategic management of the Latin America & Caribbean (LAC) Region: customer and consumer marketing, brand-building, promotional programs, sponsorships, investment strategies and other marketing activities. He began at MasterCard in 2007.

With more than 29 years of well-rounded financial services, marketing and agency experience, he has focused his work on delivering innovative programs with notable results in markets throughout the region, with stints on both the advertising agency side and at financial institutions. At MasterCard he has dedicated to expanding and refreshing the Priceless Campaign in the LAC region with innovative direct to consumer platforms that consequently drive brand preference.

Prior to MasterCard, Edgardo Tettamanti capped a 15-year trajectory at American Express as vice president, Head of Brand Management Latin America, the Caribbean and Canada. He has also served as lecturer, teaching courses in Marketing at different universities in his hometown of Buenos Aires.

**JULIO TUÑÓN**, *Solutions Marketing for Latin America, Director of Marketing at Lexmark International*

Julio Tuñón characterizes his job as evangelizing and marketing Lexmark enterprise solutions in the Latin America region. Lexmark International, Inc. is a Fortune 500 Company that manufactures and sells business and consumer printers with operations in over 150 countries and revenues of \$4 billion.

He has held various positions during his 13-year tenure with Lexmark, including Regional Director and Director for Strategic Marketing, which included the coordination and training of employees and channel partners, launching products, creating and participating in roadshows and customer / partner events, interfacing with regional media and press-related activities, and participating in the hiring of key people in the region.



Edgardo Tettamanti



Diego Stecchi



Julio Tuñón



Grace Villamayor



Caro Villarreal



Peter Vittori



Carlos Werner

Prior to Lexmark, Julio Tuñón worked in the Latin America for Wang Laboratories (1987-92), Polaroid Corporation (1992-97). He's conducted business in every country of the region.

**CARLOS EDUARDO TORRES PRIETO**, *Marketing and Advertising Director, Banco Davivienda*

Carlos Eduardo Torres, Marketing and Advertising Director of Davivienda Bank is known for his innovative approach to brand building. He also believes that results are achieved through innovation and brand differentiation. Davivienda is the only bank in Colombia with a humorous style of communication, which has been both consistent and coherent over time. Since his start at Davivienda in 2008, Mr. Torres has enjoyed surprising the Colombian people with the bank's campaigns, and one of the most successful examples was "The Reporter" which appeared during the World Cup in 2010.

Based on research that demonstrated how The World Cup is as much about having fun as it is about football, Davivienda created a pseudo-Reporter who would be at the wrong place at the wrong time during World Cup Events. This would then serve as a warning that consumers' money could be at the wrong bank, if it wasn't with Davivienda. Not a bad way to celebrate the Cup when your team isn't in the finals. Banco Davivienda won an Internationalist Award for Innovation in Media for this work.

**GRACE VILLAMAYOR**, *Vice President, Global Inbound/Outbound, Hertz International*

For the past 17 years, Grace Villamayor has been dedicated to creating tactical strategies that drive increased sales and revenue for the Hertz Corporation. She began her career with Hertz in 1994 as a marketing coordinator and has worked her way through the ranks being promoted to sales and marketing director of Latin America and the Caribbean and, most recently, international sales and marketing director and Vice President of Global Inbound/Outbound. In this position, she is responsible for growing the company's profile globally to drive revenue among international regions where Hertz has a presence. And the Latin America region remains firm in her commitments. Grace was born in Buenos Aires, Argentina and is a New York University graduate. She was also named an Internationalist of the Year by this magazine in 2007.

Hertz, the world's largest general use car rental brand, operates from approximately 8,100 locations in 147 countries worldwide. Hertz is the number one airport car rental brand in the U.S. and at 69 major airports in Europe, operating both corporate and licensee locations in cities and airports in North America, Europe, Latin America, Australia and New Zealand. In addition, service initiatives such as Hertz #1 Club Gold, NeverLost customized, onboard navigation systems, SIRIUS Satellite Radio, Nick on the Go™ portable entertainment players, and unique cars and SUVs offered through the company's Prestige, Fun and Green Collections, has done much for the Hertz brand.

**CARO VILLARREAL**, *Regional Marketing Manager, General Mills International*

Caro Villarreal is responsible for creating regional strategies and driving profitable growth for General Mills' global brands in Latin America. She also partners with the Minneapolis headquarters teams to create global communication strategies and encourage innovation.

Her career at General Mills began in 2000 in Argentina as a Product Manager for Fresh Pasta and Crepes. Later, she was promoted to manage two global brands, Haagen Dazs and Nature Valley. Soon she added responsibilities for Betty Crocker, Old El Paso and Pillsbury in the Southern Cone region — (Argentina, Chile and Uruguay).

Caro's early career included a marketing role with Argentina's Costa Carozzi-Bonafide coffee retailer where she expanded the brand's presence by developing a new premium line of coffee in retail. She started in trade marketing for Molinos Rio de la Plata, a local food manufacturer.

**PETER VITTORI**, *Managing Director Sales & Marketing for Caribbean/Latin America, American Airlines*

Peter Vittori has enjoyed a long career with American Airlines, the world's third largest airline. It is under his direction that Latin America has grown to be one of the most profitable regions in the American system. The region continues to be a stronghold for American, offering more flights to more destinations than any other airline. Miami is American's third largest hub, based on American and American Eagle flights, and is a gateway to the Southern Hemisphere and the Caribbean, with the Latin America/Mexico route system encompassing 40 destinations in 17 countries.

Peter Vittori believes that much of American's success in Latin America can be attributed to its employees — almost all of whom are nationals of the countries they work in. They are responsible for developing ties to the local communities, governments and business leaders, and for opening the marketplace to American.

Italian in origin, his education began at St. Stephen's International School in Rome, followed by Loyola University in Chicago. However, all of American's many destinations in Latin America have increasingly become his home.

**CARLOS WERNER**, *Marketing Director Latin America Samsung*

Carlos Werner's career at Samsung began in 2005 when he joined as a Senior Marketing Manager for Audio & Video in the Brazilian market. In two years, he had been promoted to Samsung's Marketing Director for Brazil, and as of April, he is running the marketing efforts for all products for the entire region.

Prior to Samsung, Carlos served as Marketing Manager at Ford in the UK where focused on passenger cars for Portugal and Greece. Other early roles include Bosch where he was a sales and product manager and Arthur Andersen in a first job as an audit assistant.

His education includes an MBA from France's prestigious INSEAD and a mechanical engineering degree from Brazil's UNICAMP.

# Cannes as an indicator

By Julian Boulding, President, *thenetworkone*



**Julian Boulding**

Julian Boulding is President of *thenetworkone*, which he co-founded in 2003.

*thenetworkone* provides “open source creativity” for a growing number of leading international marketing companies, working with more than 300 of the world’s most innovative and creative communications agencies. Clients include Johnson & Johnson, Exxon Mobil, Prudential, Nokia Vertu, Glenfiddich Whisky, Dyson and Honda.

He has presented “the Independent Agency Showcase” at Cannes since 2006.

Cannes is a significant indicator for two issues that concern us all: the state of the global economy, and the state of the marketing communications business.

On the first metric: the global economy has bounced back.

The awards contests received a record number of entries, and the number of paying delegates was almost 10,000, close to the all-time high of 2008. Seminars were packed: get there early for Google, or don’t even think about seeing Eric Schmidt: you’d be high in the cheap seats in the balcony of the overflow theatre showing the live video feed.

So the global economy is fine (unless you live in Southern Europe, of course). But what about the marketing communications industry?

First of all: our “industry” no longer has a name. After many decades as an “Advertising” festival, the conference that happens between the Film Festival and the convention of water treatment engineers is now known as the “Festival of Creativity”.

Fair enough, it has to be called something, and the term advertising is now deeply unfashionable. But the curious thing was, that creativity was actually much further down the agenda than usual. At least, in the speeches and seminars — as we will see later.

But first, let’s consider the creative prizes. Who won, and why?

## The big winners at Cannes 2011

The prizes that matter are the “Grand Prix”. Usually, one Grand Prix is awarded per category.

Although Cannes invents a few extra categories from time to time, it’s very clear which ones actually matter. They are “titanium and integrated”, film, press, outdoor, “cyber” (meaning interactive, or digital), radio, media, direct, and promotions. At least, that’s what the Cannes organisers believe: wins in other categories like PR, design, film craft, effectiveness, etc, don’t count towards their Agency of the Year

prize. Those are kind of like winning the fair play award at the World Cup: nice, but not really the point. So let’s focus on the big prize winners.

Now, here’s a curious phenomenon.

If you have read the regular press, you’ll have seen the headlines – creativity has shifted from the western world to the east and to emerging markets. That’s because agencies from Korea, China, Romania and South Africa won the first six important Grand Prix to be announced: promo, direct, media, press, radio and outdoor. However, the second batch of awards, announced later, all went to western agencies.

It’s understandable. Winners in the two biggest categories, film and titanium / integrated, were not announced until Saturday night, and which journalist wants to be the last person to file copy? But to understand the real picture, you need to look at all the results.

So please, ignore what you read elsewhere and take a look at what actually happened, because it is rather interesting.

Let’s consider this in the context of the big shift we saw last year – from “advertising”, to experiential and interactive.

Five of the Grand Prix went to agencies from emerging markets for what we used to call “great advertising ideas”:

- Two to McCann Romania, for Rom chocolate
- Two to JWT Shanghai, for Samsonite
- One to BBDO South Africa, for Mercedes.

*All traditional network agencies. All in emerging markets.*

The other seven grand prix were awarded for non-traditional, interactive or “engagement” campaigns:

- Two to Droga 5, for Bing/JayZ
- Two to Wieden & Kennedy, for Nike and Old Spice
- One to R/GA, for Innovative Thunder
- One to Google, for Arcade Fire
- One to Cheil in Korea, for Tesco

*Notice something here too? No traditional network agencies. All in developed markets (mostly USA).*

So there you have our industry today:

- the traditional network agencies are still winning the traditional advertising awards; but only their emerging market offices still have the confidence and bravura to win the top prizes.
- the newer, 21st century categories are dominated by independent, non-aligned and/or non-traditional agencies, and in one case – Google – by a company that most people would not have considered an agency at all.

## Beyond the prizes

If you have been to Cannes in the last decade or so – and certainly, since the recession of 2008/9 – you'll know that the awards and the parties are only the tip of the iceberg. The financial and thought leaders of our industry compete for slots to present their view of the world today and the trends they foresee for the next few years.

Almost more important than what they say, is what they are talking about.

## Last year and this year

2010 was all about the “what”: what is the industry doing? what was the role of brands? and most of all, what should companies stand for? Marc Pritchard of Procter & Gamble talked about his company's “purpose”; Jimmy Mayman of Go Viral noted how consumer's view of the company behind a brand influences response rates to marketing campaigns; Agnello Dias of Taproot talked about The Times of India's CSR work in promoting reconciliation between India and Pakistan.

2011 was all about the “how”.

Everyone has now recognized that in an interconnected, interactive, collaborative, mobile world, the key challenge is how to engage with consumers in a creative and original way. After all, Cannes is now a festival of creativity, right?

## So how is it done?

Essentially we heard three schools of thought.

### 1. the intuitive approach

Fortunately, there are still some renegade geniuses (genii?) to remind us

that creativity is unpredictable and does not arrive through logical distillation of facts.

### 2. the process-driven approach

The biggest standing ovation of the week surprisingly went to Sir Ken Robinson, invited to give the first commemorative lecture to celebrate David Ogilvy's centenary. Sir Ken, who has written many books on the subject, defined creativity as “the process of having original ideas that have value.” Ogilvy, like many WPP companies, has bet big on data. Data appeals to clients, as it reduces uncertainty. Public company CEO's keep their jobs by predicting their quarterly earnings accurately, which means they hate uncertainty.

### 3. the iterative approach

Of all the topics raised at Cannes 2011, this is the big one. And it profoundly impacts the nature of advertising (oops!) creativity today.

The artists of the European renaissance instigated a new view of the world: a world of perfectly composed stasis, seen from a defined and unmoving perspective. Jazz, cubism and other movements in the fine arts moved this on many years ago, but advertising and data stayed put.

“Snapshot” research fixed the consumer in a point of time, allowing advertisers the time to craft a perfect message (remember when it routinely took a year to create a new campaign?) A lot of people would be more comfortable if our industry still worked this way...but it doesn't.

Creativity is now iterative, and many of the best seminar speeches discussed this.

Also the 70 / 20 / 10 model seems to be the new norm, where 70% of the marketing budget goes to what you know all about, 20% goes to promising new initiatives, and 10% is devoted to things you know nothing about, but which sound interesting and trendy. Amazing and revealing to hear more than one of the world's leading marketers confess to this.

Others were more positive.

Malcolm Gladwell put forward the view that the world belongs to the “tweakers” – not just the Chinese, adapting and exploiting western ideas, but also people like Steve Jobs, adapting and modifying the PC; and the inventors of Google, improving on the early search engines like Alta Vista.

## It's all about platforms

If creativity is iterative (read: carry on till you get it right, and then make it better) then the future belongs to the owners of the platforms.

To reference Eric Schmidt, Facebook, Apple, Amazon and of course Google are all platforms.

So too is Unilever's ice cream vending machine which recognises smiles, and starts a relationship with consumers (thanks to Sapient Nitro for that one. A pity the vending machine isn't mobile, though.)

And so too is Nike. Bob Greenberg of R/GA explained how he had helped them move beyond the Nike + platform, to a “functional ecosystem”, through incorporating GPS into the kit, so runners know where their friends actually are, not simply that they are getting fit.

## And ecosystems

If you really want to know where our business is going, listen to Bob Greenberg, CEO/Global Chief Creative Officer at R/GA. Basically, as Bob sees it, the world of marketing communications first moved from horizontal integration (global campaigns) to vertical integration (integrated campaigns, hence the Cannes titanium award, etc.) and is now about to move forward again, to functional integration.

Essentially, this means moving from platforms – already yesterday, for Bob, just when the rest of us had started to work them out – to ecosystems, where product, brand, company, technology and consumer are all crucial participants. As creative agencies become as skilled in technology as they are in creativity, they will become more than agencies – they will become business consultants. Their role will be to help marketing companies develop brands which “create value for consumers.”

# Brazil: Revealing the Secrets



*By Cesar Vacchiano, Grupo Consultores*

Brazil is booming and its creativity and talent continues to be its major strength.

There are already 190 million people, making it the 5th largest country in the world. This figure is expected to reach 215 million by 2050.

Compared with other Latam countries, Brazil's key strength lies in the fact that social inequality is decreasing and that there is a rapid growth of middle-class consumers. One hundred million people have risen above the poverty line and are now part of a new middle class. Incomes have improved by 69% among the 10% poorest Brazilians.

Its economy is also booming. It grew by 7.5% in 2010, the highest recorded increase in the last 25 years. Being in Brazil is a dream, nobody talks about the economic crisis, and they do not even know what it is! And, of course, this attitude impacts the market and consumption continues to grow and grow.

There are already 60 million computers in use in Brazil, and there will likely be 100 million by the end of

2012. It is the 4th largest country in computers sales after the US, China and Japan. There are 75 million internet subscribers and it is the 5th largest country in internet connections. There are 212 mobile phones and sales of smart phones grew by 279% in the last 12 months alone. It is the 2nd largest country in social networking. E-commerce, although still low with 20 million e-consumers, is expected to grow rapidly.

We are impressed by all these figures referred to Brazil because we are more used to see them when talking about China. It is difficult to imagine that this is the exciting reality in a country that we used to only relate with soccer, beaches and samba.

Everything is just beginning. The World Cup in 2014 and Olympics in 2016 will help to grow and to launch the country even more. The "number of tourists is expected to grow by 60% by 2016.

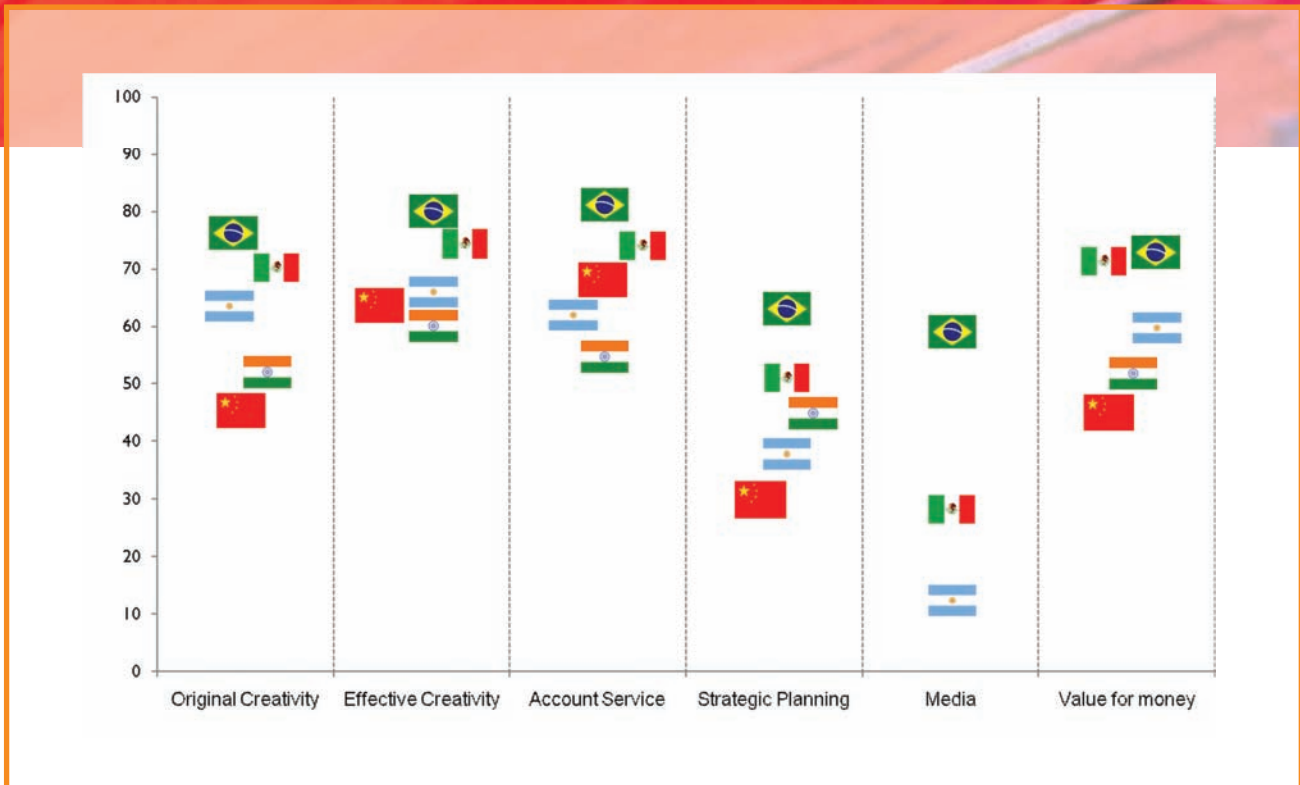
And what is happening in the Brazilian Advertising Industry? Well, this market is also booming! All holdings and networks are involved in

Grupo Consultores is a leading consulting firm specialized in the communications industry with a deep research base. The company was founded in 1990 and the goal of its skilled professional teams is to support the continuous improvement of marketing communications agencies, media and advertisers, specialising in issues related to the marketing communications industry. We have worked with most of the main marketers, agencies and media in different markets around the world helping them in their decision making and also with business development solutions. Our team of professionals provides the best experience and advice possible for the advertising industry in Iberia (Spain and Portugal), Latin America (Brazil, Argentina and México) and the Asia Pacific region (China and India). Grupo Consultores has offices in Madrid, Lisbon, São Paulo, Mexico City, Buenos Aires, Beijing, Shanghai and Singapore from where the company offers its services to Advertisers, Agencies and Media. Grupo Consultores operates jointly with R3 in APAC in their service offer to Agencies.

The company was founded in 1990, starting to provide services of Agency Selection in Spain. Grupo Consultores has 3 partners (César Vacchiano, Kika Samblas, and Pedro Loureiro) all currently working in the company and specialized in different areas of business. The different services expanded offering consultancy in a wide range of areas through the marketing communications industry and in 2003 the company started its international expansion.

Grupo Consultores has collaborated during more than 20 years with more than 1,000 Clients within, advertisers, media and all type of agencies. The company provides different services tailored for each client in the different markets.





a buying frenzy. The independents are constantly being approached and have multiple proposals on top of their tables. Some agencies are introducing themselves as start-ups. Independents as StrawberryFrog, M&C Saatchi, Wieden+Kennedy, R/GA, Huge, ... are finding high profile professionals and starting to work with them. More agencies are still to come.

One major difference between Brazil and the rest of the world is that media agencies do not exist. Media companies do not want them to exist and therefore creative agencies are also solving media strategies, planning and buying for their clients. This has major implications: On the agency side, this means agencies are huge and

powerful; they have money to hire the best talent and try to provide the best solutions to their clients. For the marketers, this means that they really find leading professionals within their agencies who try to offer them the best solutions.

Advertising people are 'adored' in Brazil as soccer players or movie directors. They are interviewed on TV and by the Press and talk not only about communications but also about politics, the economy or the coming future. All people, not just clients, respect them and trust them as opinion leaders.

Agencies are strong in strategic planning, creativity, account service,

media, and are even very well-ranked in 'value for money.' When we compare Brazilian agencies as ranked by Brazilian clients to other global agencies ranked by local marketers in each of those countries (BRIC and Latam markets, see graph below), we notice that Brazilian agencies are the most valued. We can therefore appreciate Brazil as talented figure in the industry.

This year Brazil was richly credited at Cannes Lions (more than 70 awards, the 3rd ranked country!).

The talent, the creativity, the growth, the potential,... everybody is looking to Brazil. Brazil is booming!

# Brazilians looking with fresh eyes at the world of business

*By Sam Mountford, Research Director, GlobeScan Incorporated*



Sam Mountford is Global Insights Director at GlobeScan. He runs GlobeScan's *Radar* program of multi-country public opinion intelligence, monitoring, interpreting and writing and speaking about shifting trends in the public's view on global issues from business in society to the economy, globalization to climate change. He regularly briefs businesses around the world on the mega-trends in public and stakeholder opinion that affect them. He is also responsible for GlobeScan's ongoing program of news-driven global polling for BBC World Service.

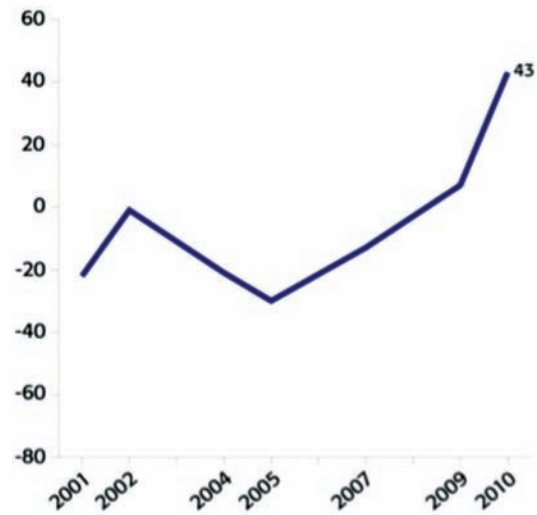
During the last few troubled years, the Brazilian economy has been one of the global economy's major success stories. Against the expectations of many, the election of former left-winger Luis Inacio Lula da Silva as president in 2002 and the emergence of the other resource-hungry BRIC nations heralded a period of rapid economic growth for Brazil, boom times for Brazilian multinationals like mining company Vale and the emergence of a dynamic domestic market, helped by enlightened social policies and initiatives designed to boost consumption.

At the same time, public opinion on economic matters has undergone a dramatic transformation. As recently as 2005, GlobeScan's Trust index for the corporate world — the propensity of Brazilians to say they trust global companies to act in the best interest of society — was heavily negative (-30). But by 2010 the fruits of economic success were apparent to everyone, and trust in global companies had grown out of all recognition to stand at +43.

And with new prosperity has come new faith in the ability of the free market model to deliver prosperity for Brazilians themselves. Brazil – along with India — has now overtaken the USA in its enthusiasm for free market capitalism as the best available economic system. When it comes to global economic leadership, this shift more than anything is surely the sign of the changing of the guard in the global economy.

### Trust Levels in Global Companies

Net Trust, \* Trends: 2001-2010

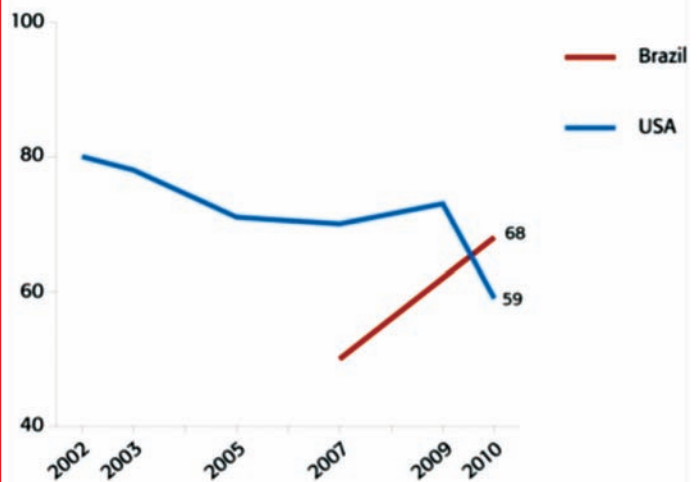


Asked of half of sample in 2010

\*\*"A lot of trust" and "Some trust" minus "Not much trust" and "No trust at all"

### Free Market Economy Is the Best System

"Agree,"\* Brazil vs USA 2002-2010



Asked of half of sample in 2007, 2009, and 2010

\*\*"Strongly agree" and "Somewhat agree"

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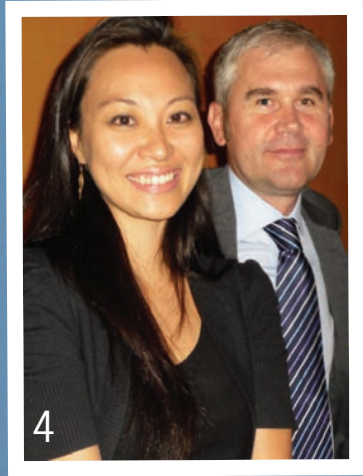


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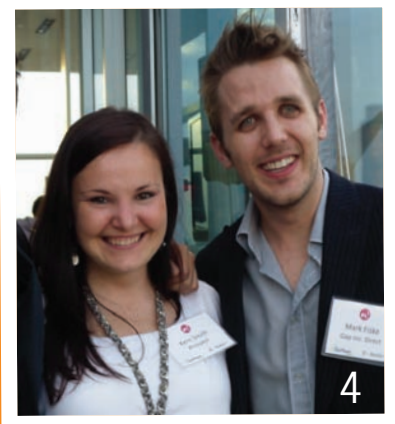




**NEW YORK FORUM UNDERSCORES KEY GLOBAL ISSUES**  
 The Second Annual New York Forum, presented by Richard Attias, in conjunction with Boston Consulting, provided two-days of high-level global talks aimed at unifying policy leaders and C-Suite executives around critical business and economic issues centered on growth. Euronews and the New York Times were among the sponsors.

All photo identifications from left:

- 1 *Olivier de Montchenu, Euronews and Harry Neuhaus, Neuhaus Consulting*
- 2 *The China panelists including: Joseph Kahn, New York Times; Liang Xinjun, Fosun International; Klaus Kleinfeld, Alcoa; Feng Lun, Vantone Holdings and Wang Shi, China Vanke*
- 3 *Deborah Malone, The Internationalist and Bonin Bough of Pepsi*
- 4 *Chinda Bandhavong and Lucian Sarb — both Euronews*



*OUT THERE MEDIA MAKES DEBUT WITH T-MOBILE*

With views of Manhattan's skyline from the Ink 48 Rooftop Hotel, Out There Media, a strong mobile advertising player in Europe and Asia, celebrated its launch in the US market with an expanded T-Mobile partnership. Out There Media is headquartered in Vienna and has subsidiaries in Dusseldorf, Singapore, Moscow, Kiev, Athens, Sofia—and now New York. Its multi-channel mobile advertising marketplace, Mobucks™, is a cross-carrier, cross-advertiser program that matches demand and supply for advertising over mobile telephones.

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- 1 Mitch Bernstein, Neo @ Ogilvy
- 2 Kerstin Trikalitis, Chief Executive Officer — OUT THERE MEDIA
- 3 Lars Slomka, Deutsche Bank and Matthias Hartman, IBM
- 4 Kerri Smith, iProspect and Mark Fiske, Gap Inc. Direct
- 5 Barbara Williams, Microsoft; Joy Liuzzo, insightexpress and Anne Marechal, OMD
- 6 Benedikt Gruendig and Christina Weisel — both Axel Springer with Virginie Haemmerli, OMD



*IAA-NY SUMMER BALL OFFERS DELIGHTS OF TURKEY*

The annual June IAA- NY Chapter Ball transformed Manhattan's Battery Park with tents, belly dancers and hookahs—to celebrate a Night of Turkish Delight. Sponsored included: Bloomberg, The Financial Times, Fortune, Money & CNNMoney.com, Newsweek & The Daily Beast, National Geographic and The Economist. Proceed were donated to the United Nations Foundation.

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- 1 John Derbick, MetLife; Lauren Logan and Jennifer Napolitano — both OMD
- 2 Dick Soule, YouTube and Venky Balakrishnan, Diageo
- 3 Ava Larsen, CNN International and Parker Cook, The Internationalist
- 4 Carolina Jimenez-Garcia, OMD and Suzanne Hopkins, The Economist
- 5 John Williams, BBC World News and Amy duPon, MPG/Havas Media

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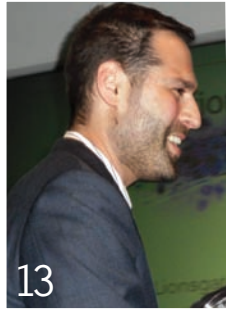
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*THE INTERNATIONALIST PRESENTS MEDIA INNOVATION AWARDS ATOP TIMES SQUARE*

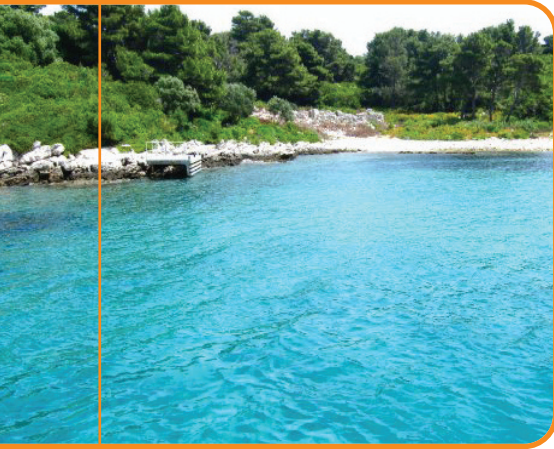
On May 25, atop New York's Times Square, some of the world's best and brightest media thinkers from around the world gathered to celebrate outstanding case study winners in the 3rd Annual Internationalist Awards for Innovation in Media. The Gala was sponsored by BBC World News, The Financial Times and Hub Culture; Tim Mickelborough, Global Head of Brand & Advertising at Thomson Reuters, was the Jury Chair.

Bombardier, submitted by Canada's Media Experts; Dockers, submitted by OMD and Fidelity Investments, submitted by MPG—all achieved Grand Prix status in these awards that are judged for the best total point scores in submissions that describe strategy, insights and results.

All photo identifications from left:

- 1 The view from atop the Thomson Reuters Building at 3 Times Square
- 2 John Wolfe, Group M and David Lang, Mindshare Entertainment (Gold Winner for Poise)
- 3 Zoryana Loboyko and Scott Henderson—both PHD Canada
- 4 Lauren Richards, Media Experts and Andrea Richards
- 5 Suzanne Hopkins and Romina DeNicola—both The Economist
- 6 Alexandre-Pascal Lamoureux, Touche! PHD (Gold Winner—Quebec Milk Producers)
- 7 Stan Stalnaker, Hub Culture; Gretchen Parks, JP Morgan; Paul Woolmington, Naked
- 8 Tim Hart, The Financial Times and Tim Mickelborough, Thomson Reuters
- 9 MK Woltz and Sarah Boddie—both of The Integer Group (Silver Winners for Victory Motorcycles)
- 10 Anthony Udenze, Capital Media Nigeria and Elena Yepes, Starcom Colombia (Silver Winner for Davivienda Bank)
- 11 Andrew McLean, PHD and Tim Mickelborough, Thomson Reuters & Jury Chairman
- 12 Lynne Kraselsky and Esteban Apraez—both ESPN
- 13 Dave Rosner, Initiative (Gold Winner for Lionsgate)
- 14 Bram Williams, archibald ingall stretton UK (Gold Winner for O2)
- 15 David Vitelli, MediaVest (Gold Winner for Coke with Food/China)
- 16 Flavia D'Orazio, Media Experts (Gold Winner for TELUS)
- 17 Danuta Shasha, Fidelity and Shea Kelly, MPG (Grand Prix Winners for Fidelity)
- 18 Maria Luisa Francoli, MPG (Gold Winner for Mars Pedigree Latin America)
- 19 Adrian Pettett, Cake UK (Gold Winner for the West End Partnership)
- 20 Sue Kallas, Starcom Australia (Gold Winner for Dairy Farmer's Yoghurt and Network 10) with Tim Mickelborough, Thomson Reuters
- 21 Paul Leys, Director, OMD- Ignition Factory (Grand Prix Winner for Dockers)
- 22 Zoryana Loboyko, PHD Canada (Gold Winner for BeceI)

Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai  
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## Island Hopping in Croatia.

Are you one of them who's been there, done that? Sure, you've clinked rosé with the best in St. Tropez and sipped limoncello in Capri, but are you an expert on Rajika? No? If not, maybe you need a summer itinerary with a bit of rough around the edges, a place with more pizzazz and less polish.

There's always Zanzibar for real adventure, but if you're in the mood for something new the **Dalmatian coast** is the spot for you, and **Rajika** is the signature shooter.

This area of Croatia stretching from Split south toward Dubrovnik is a treasure trove of crystalline seas and sheltered coves, with hearty accents and seafood to make your head swim.

The jaded adventurer knows that Croatia has been on the map for a long time, but for many, it drops a notch when planning a pleasure trip. And with all the hype, it's easy to over-egg expectations. But it truly is more beautiful and less expensive than many other summer destinations and should be at the top of any list. The trouble is, no one's quite sure what to do:

Get started with arrival into **Split**, where the **Vestibul Palace** awaits. This place is ridiculous — merging palaces from Romanic, Gothic and Renaissance periods in the heart of the Diocletian's palace — the walled city that forms the heart of Split. You'll tumble out to sounds of guitar in the moonlight, bouncing off rock walls holding a thousand years of secrets while you smear gelato across your face in ecstasy. Inside the hotel, the friendly staff will hand you a laced napkin and arrange the most crucial of activities — car transfers — where you can begin your slide down the coast to explore little nearby beach clubs. An early morning departure to the nearby ferries will set you onto a course due south to pleasure on the seas.

Skip whatever big island passes by first, and jump ship on **Otok Hvar**. Hvar town is the new St. Tropez — if new is like, the '80s. The fun thing to do is to exit at **Stari Grad** on the north side of the island, then take a car over the big mountains and through the old winding roads down to Hvar on the south side. Along the top you'll have stunning views in all directions, and get a feel for these islands and their ancient history. It's hard to explain — they are pretty like northern Greece, but with a very different feel. More Spartan.

Hvar is gorgeous, a jewel tucked between harbour and steep mountains, oozing charm. Required activities include making fun of the tourists who speak in rough accents, while trying to negotiate your way through bartops lit in flames, with the occasional Russian hooker giving everyone the come-hither. It's all in good fun, and everyone likes to stroll in the evening along the **Staza**, where all the ogling happens. Hvar is a party town, so prepare your liver and book a recovery beach chair on nearby **Amfora Beach** the next day. Gorgeous, more remote locations are just a short boat ride away in

an archipelago of green islands and white sand beaches. Stay at the **Adriana** or the **Riva Yacht Club**. Both are cool.

For culture, drop down to the next island — **Korcula**. From the north side of Korcula, climb over hills and mountains laced in old stonework, farms and estates, and drop into the island's ancient walled city, perched on the edge of the sea. Korcula has a high end feel and is more quiet, with the most beautiful strolling avenue EVER, and a focus on art and sailing. Increasingly the boats and yachts of the super rich are docking here, looking for a bit of secluded privacy. When they come ashore, everyone heads to **Lesic Dimitri**, which puts the meaning back into boutique. Simply lovely. Every room here is stunning and unique, with an artists design flair and a sense of luxury not found elsewhere in Croatia. Expansive rooms, divine food. The friendly owners may invite you for dinner alongside other guests, sipping their own wine in the evening breeze, and name drop Tania and Hub Culture with a knowing wink. Oh, and its right next door to the birthplace of Marco Polo, just so you can say you finally 'found' the great explorer and adventurer.

From Korcula, rent a boat or have the nice people at Lesic Dimitri whisk you for a picnic on the **Hub Culture NooRepublic** — a rustic island a little farther south. This day trip will take you to a secret lunch spot known only to passing boats, where you will gorge on seafood, swim in the sea, and think you've done and gone to Heaven. The Noorepublic is Hub Culture's collaboration to raise funds for the restoration of Roman and Byzantine ruins on the island, which need some work. The island is simple and pure and everything a summer day should have: bugs, bushes and the occasional serpent. Nevermind — find the trail and hike to the top, where you'll have a view all the way to Dubrovnik, and the spine of the coast like a wall in the distance. Its breathtaking.

When you've had enough, hop back on the ferry and scoot down toward Dubrovnik, a straight shot from Korcula. The capital is stunning, but really deserves a more in-depth discussion. And if that's not enough, end in Montenegro, where the super yachts anchor and the billionaire hunting is about the best in the world.

Such adventures are hard to come by these days, and the true pleasure of Croatia will take awhile to sink in. But once you've been there, you'll dream to be back, appreciating the charms of the local Rajika the same way everyone else drones on about their Limoncello and Rosé.

**Stan Stalnak** is the founder and creative director of Hub Culture, a real network merging the virtual and physical. Hub Pavilions are opening worldwide with workspace, online collaboration tools and support services for Hub members. He can be contacted at [stan.stalnak@hubculture.com](mailto:stan.stalnak@hubculture.com)

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