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2016

Internationalists of the Year Inspire New Marketing Thinking

Five Digital Demands on CMOs

**IBM's Jon Iwata on Why the Future of Business
is Cognitive**

Patrón Spirits' Lee Applbaum on Brand Authenticity

**Estée Lauder's Esther Uhalte on Changing Global
Media Strategy**

Hiscox' Russ Findlay on B2B Marketing's Evolution

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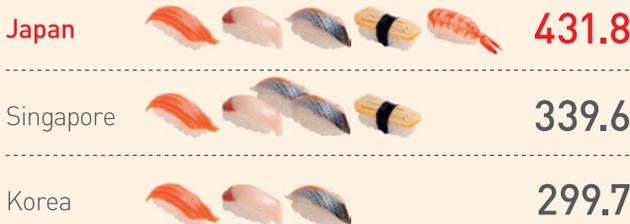
ABOUT THE INTERNATIONALIST

The Internationalist connects **people and ideas** in international advertising, marketing and media. Now in its ninth year, it is a trusted source for international best practices and is dedicated to the business needs and challenges of international marketing professionals as they participate in multinational branding and campaign building. The Internationalist is IN PRINT, ONLINE and IN-PERSON—through Think Tanks, Awards and Summits—all to better serve the needs of this community.

JAPAN

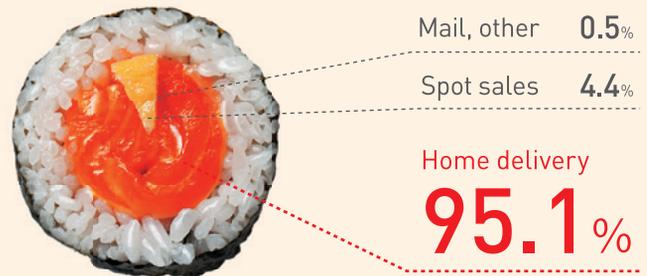
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An Eye Toward Marketing's Evolution and its Essentiality to Business...

Ms. Jerri DeVard, Senior Vice President Chief Marketing Officer of global security firm ADT, recently told an audience at the ANA's Brand Masters conference: "Marketing is the heart and soul of our organization. We drive ADT growth, not just support it. We are the engine. If it doesn't happen in marketing, it doesn't happen."

And Ms. DeVard means what she says. A bold trailblazer and one of our *Internationalists of the Year* for outstanding leadership in the transformation of ADT, she understands that as marketing moves from disruption to attraction, its role within the larger corporate agenda will change—dramatically.

I've always believed that marketing will triumph as a business discipline when more CMOs become CEOs. We're witnessing the beginning of this move now; however, the UK may be a better current indicator than the US. A report from Heidrick & Struggles in London, released October 2015, showed that British companies are increasingly turning to marketers to fill CEO positions. In fact, more than 20% of FTSE 100 CEOs now come from a marketing or sales background.

Nina Bibby, Marketing and Consumer Director at O2, the UK's 2nd largest mobile telecommunications provider and owned by Telefónica, recently stated at an M&C Saatchi event on brands: "We are a brand that runs a business, not a business that runs a brand."

There's little question that the significance of marketing and its role in brand value, growth and loyalty is shifting throughout the world.

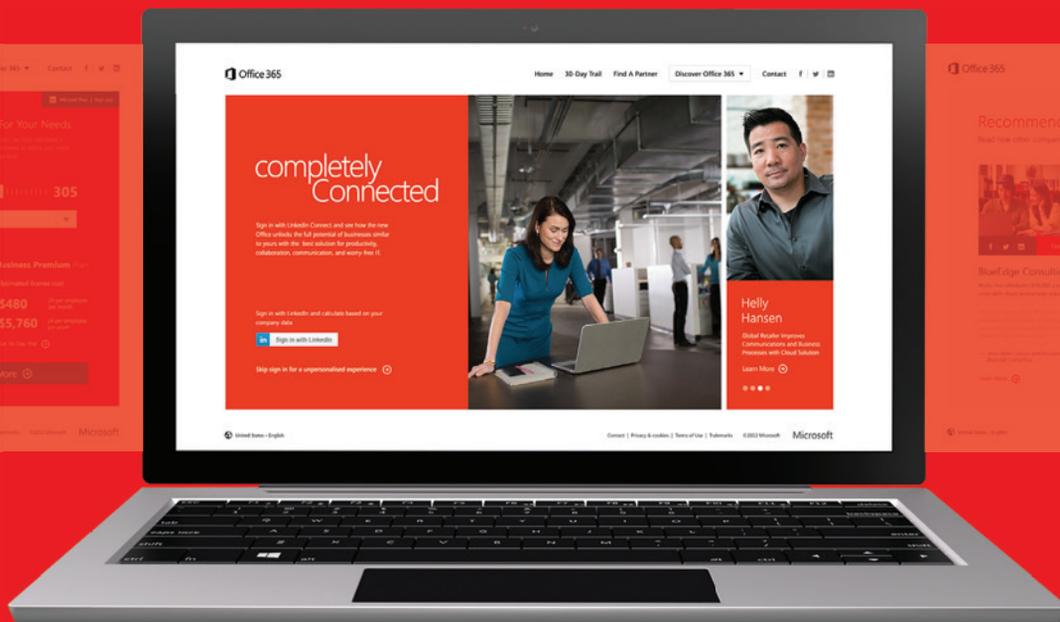
People and ideas have always been core to the mission of **The Internationalist**. Few extraordinary things occur in marketing—particularly multinational marketing—without a champion and a vision to lead the way. Although teamwork is also extremely important, leadership is often a determining factor in success. This edition of **The Internationalist** highlights our annual list of *Internationalists of the Year*—those individuals who are not only champions, but are often reinventing our current concepts of marketing, as well as a number of the ANA's Brand Masters who generously shared their experiences and challenges with their peers.

It will be interesting to watch who among them does become a CEO in the coming years. We have no doubt that it will be several of these individuals who are pushing the industry forward by embracing all of marketing's potential in a fast-changing digital age.

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5 DIGITAL DEMANDS ON CMOs Based on R3's ADTECH 40

There's little question that the digital ecosystem is expanding at breakneck speed, while the world's top marketers and their agencies are moving quickly to integrate technology into more aspects of their marketing initiatives. A new study from the global consulting firm, R3, underscores five new Digital Demands that are proving to be critical to CMOs, particularly as they are expected to spend more on technology than CIOs in the coming years.

Entitled **AdTech 40**, the R3 report has highlighted a collection of 40 outstanding technology-driven marketing approaches from the past year that have improved business results. The report also sheds some new light on how marketer and agency relationships are continuing to evolve. The examples span all types of technology – from data driven targeting and social listening, to outdoor experiences and virtual reality – and all different categories. According to Greg Paull, Principal of R3, “Tech is changing the whole marketing process, Consumers are demanding (and rewarding) ‘more involved’ forms of marketing.” He cautions, “Use tech wisely – or fall behind.”

The Five Digital Demands on CMOs include:

- 1. Tech Must Transcend Borders** – Almost a full quarter of the case studies included in the report are global campaigns. In addition, Asia and North America each accounted for 30% of the winners. With over 60% of the world's population, coupled with skyrocketing internet and mobile penetration, it's not surprising that Asia is taking the lead when it comes to tech innovations.

For example, MasterCard's "Priceless Engine" was a global initiative, driven out of Asia, generating a 16% lift in GDV

2. Engagement is King – R3 separated the winning campaigns into four categories -- engagement, acquisition, tracking, and performance -- and found that 47% of the winning case studies leveraged technology to increase engagement with consumers. The leaders in this sector are creating individual brand experiences using big data. For example, Tesla showcased its new Retail Experience tool in the report, as building more customized sales, as business increased 85% in 2015.

3. Mobile First & Mobile Sustainable – By some measurements, mobile ad spending will account for nearly a quarter of total media spend this year. Brand strategy has to start with mobile; it can no longer be just a secondary channel. Almost a fifth of the winners in AdTech 40 have a mobile app component, and several of the brands' campaigns were designed for a completely mobile experience. Several of the other top trends R3 identified in the report point to the importance of mobile in tech-driven marketing -- including social innovation, cross-screen,

and gamification. For example, the Taco Bell mobile app received more than 4.7 million downloads and generated a 20% increase in average check.

4. The Agency Model is shifting – In R3's previous report – Integration 40 – they highlighted the Six Degrees of Integration, and demonstrated a trend towards digital at the center. AdTech 40 supports those findings, showing that marketers are moving away AORs – it's all about collaboration. Whether its agencies working with other agencies, tech vendors, or the marketer's own internal teams, one thing is clear: whoever has the best idea wins. A Coca-Cola entry, Lyric Coke, was led by the brand's digital agency, and supported by five others, increasing sales by 10% during the campaign period.

5. Data drives everything – Building an integrated, personalized campaign that makes a consumer feel that the brand is speaking directly to them is all done by leveraging data. As the Internet of Things connects more and more devices, there will be more data available to marketers than ever before. The Economist, for example, used Big Data and Real Time Marketing in a featured case to drive lifetime revenue up by \$18m on their customer base.



IBM's Jon Iwata Explains Data's Limitations and Why the Future of Business is Cognitive

Jon Iwata leads IBM's marketing, communications and citizenship organization, and is now championing a new and powerful marketing idea at IBM called **THE FUTURE OF BUSINESS IS COGNITIVE**, which underscores the increased abilities of the technology platform known as IBM Watson.

Jon and his global team are responsible for the marketing of IBM's product and services portfolio in more than 170 countries, as well as market intelligence, communications, and stewardship of the IBM brand, recognized as one of the most valuable in the world. They also lead the marketing of Watson, as its breakthrough technology is bringing cognition and artificial intelligence to healthcare, retail, financial services, education and all industries being transformed by the phenomenon of data. Jon joined IBM in 1984 at the company's Almaden Research Center in Silicon Valley. He was appointed vice president of Corporate Communications in 1995 and senior vice president, Communications, in 2002. He assumed his current role on July 1, 2008.



Jon Iwata is an IBM veteran of over 30 years, and as the Senior Vice President of Marketing and Communications, he has shepherded a number of transformative marketing ideas that have shaped new thinking about business and technology. Now, as the “Smarter Planet” campaign has been retired, he explained to a marketer audience at ANA's Brand Masters Conference last week—with the help of a charming robot named Nao—why “The Future of Business in Cognitive,” a phrase which also heralds IBM's new marketing initiative for the Cognitive Era.

Iwata outlined how data is key to personalized customer experiences, but 80% of today's data is unstructured--or essentially invisible to computers

and of limited use. (Unstructured data is a term that describes data not found within a database or other type of data structure. It may be textual or non-textual, and examples include email messages, PowerPoint presentations, Word documents, instant messages, JPEG images, MP3 audio files and Flash video files which means news articles, research reports, social media posts and enterprise system data.)

Although techniques like data mining and text analytics provide ways to find patterns to interpret such information, cognitive technologies like IBM Watson, the technology platform that uses natural language processing and machine learning to reveal insights from large amounts of unstructured data, can unlock greater meaning from data to help businesses gain a deeper understanding of individual customers.

Watson now processes information more like a human through natural language processing to understand grammar and context. Watson also understands complex questions and can evaluate a variety of possible meanings, as well as present answers and solutions based on supporting evidence and the quality of information found. Now, Jon's Brand Masters co-presenter and robot created in partnership with IBM and Japan's SoftBank, instantly processed years

of social media posts to demonstrate how we can better understand an individual customer.

IBM is also partnering with the Under Armour brand to provide meaningful data-backed health and fitness insights, again powered by Watson's cognitive computing technology. This enables Under Armour's new HealthBox system and UA Record to serve as a personal health consultant, fitness trainer and assistant by providing athletes with real-time data centered around fitness, activity, nutrition and sleep, while also comparing the outcomes to others. Watson enables the personalization of data and performance habits, and then can make recommendation for the future based on calories consumed the night before or weather data that may influence a workout. Or as Jon Iwata says,

“Cognition comes to fitness.”

IBM's Watson is also working with Medtronic in an effort change prevention and treatment for diabetes. Through daily management of glucose levels, food and exercise, Watson is helping diabetics get ahead of hypoglycemic events.

So what's next? According to Jon Iwata, IBM is training Watson to see, but not just what humans see. Watson will see what we can't see--ultraviolet and infrared light. And he'll hear every sound in a city in real time in order to better anticipate potential disruptive events.



Lee Applbaum is responsible for leading Patrón Spirits' luxury portfolio of brands. He directs all global integrated marketing efforts across creative, media, PR, product development and innovation, and experiential activation in over 100 countries.

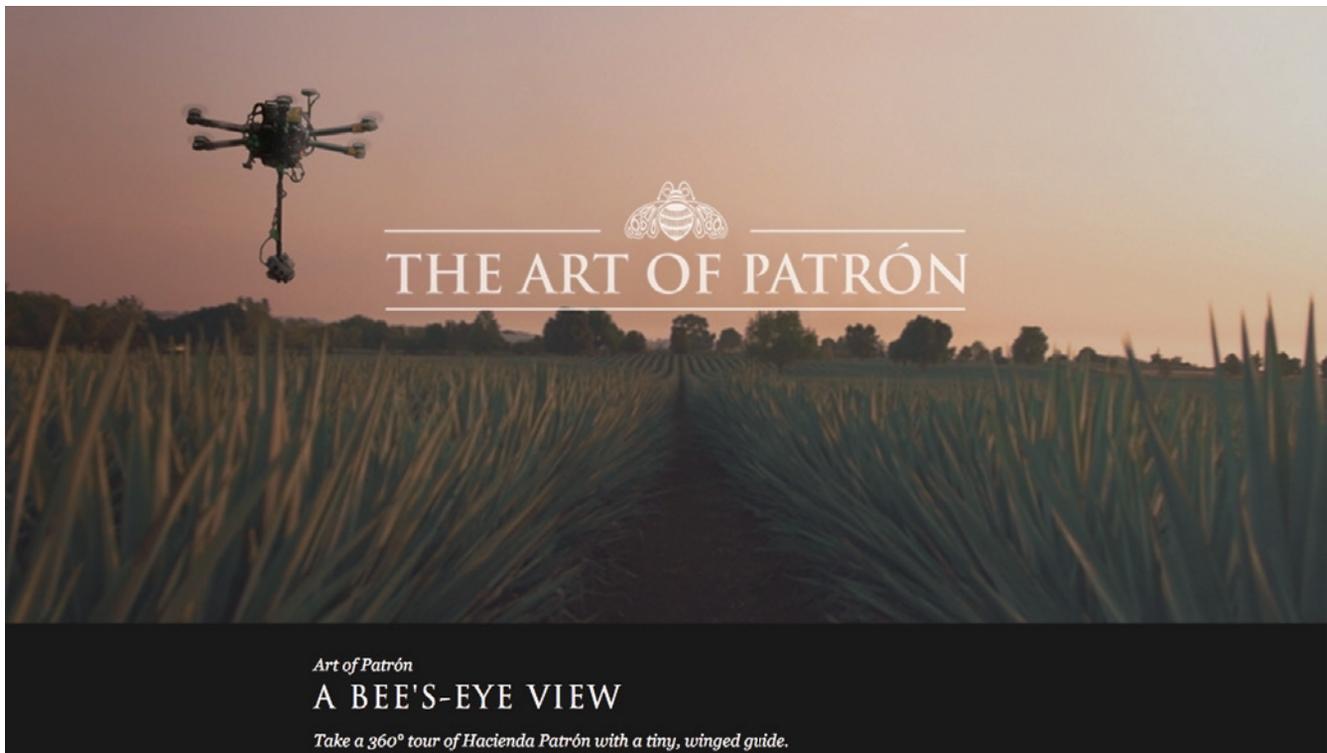
Prior to Patrón, he led large marketing and sales organizations at Target Australia, RadioShack, David's Bridal, and Footstar Athletic. Lee began his career at Coca-Cola, where he held a variety of marketing and management roles. Throughout his tenure, he led the development and execution of innovative branded programs across a range of global dining, hospitality, and retail clients. He holds a B.B.A. in marketing from the University of Texas at Austin and an M.B.A. from the University of Massachusetts at Amherst.

Patrón Spirits' CMO Lee Applbaum Discusses Brand Authenticity & Connecting with Consumers' Evolving Interests

Ask Lee Applbaum about success, and he'll tell you that it can sometimes be your worst enemy. Patrón is the world's best-selling premium tequila, but he admits that few understand the process and people behind the brand's quality and authenticity—and, ultimately, its uniqueness. Despite its global scale and mass distribution, Patrón is hand-crafted in small batches to produce a super-premium product.

Speaking earlier this month at the ANA's Brand Masters conference on the "Patrón Paradox," he reminded the marketer audience that it takes *60 hands* to make a bottle of Patrón tequila. Not only is it a luxury brand with great style and swagger, but Patrón has never paid for an endorsement or a tweet.

However, Lee Applbaum wants to insure that the world understands as much about Patrón's substance as its style, especially at a time when consumers want more insight into their favorite products. His work at Patrón Spirits—in a very short time—has made a significant difference to the brand in



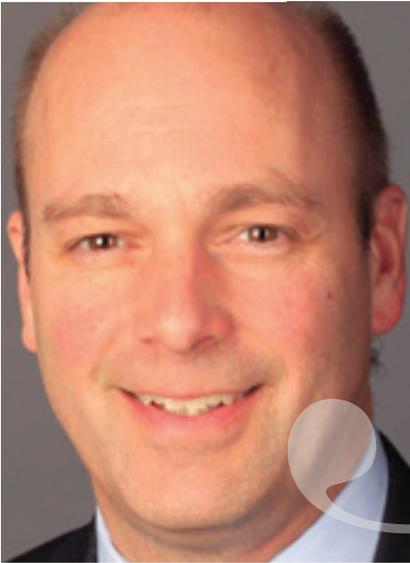
effectively unifying perceptions of style and substance through digital connections, social conversations and an immersive experience for engaging the trade. He also demonstrates that—when done right—contemporary marketing ideas can be both entertaining and deeply educational.

Digital storytelling is one of the pillars of Applebaum’s marketing strategy, particularly in terms of what he refers to as “Patrón-worthy moments” that leverage key social media audiences to talk about quality and authenticity. His approach has enabled significant discussion between consumers and the trade, while developing a new level of trust in the brand.

Through his direction, Patrón launched *The Art of Patrón Virtual Reality Experience* to allow consumers to experience a 360° tour of Hacienda Patrón in Jalisco from a “bee’s-eye view.” (The bee is now a symbolic part of the Patrón label.) He used Oculus Rift

technology to create a **“live-action-with-drone” video that took viewers from the agave fields to the bottling process—all from the perspective of the Patrón bee**, now a recognized part of the brand’s logo. Lee Applbaum says it proved to be “transformational” for the super-premium tequila brand.

Another project is called “Know your tequila by NOM,” which provides a tour around Mexico for an encyclopedic exploration of tequila producers, their distilleries and the 1400 brands they produce. Each tequila producer is regulated and assigned a unique ID—a four-digit number—that appears on every bottle. Called a NOM number, Patrón suggests that knowing the NOM is the first step to knowing tequila. Anyone can enter a brand name or NOM number to learn about a tequila producer. The only subtle branding is the Patrón “bee” superimposed on the topography of the tequila-growing regions of Mexico.



Russell Findlay is a 20-year marketing veteran, but is new to the insurance industry. He joined Hiscox at the end of 2013, following marketing roles at Pepsico, Unilever, IHOP and Major League Soccer. No doubt, his extensive background contributed to this fresh approach for Hiscox and its ability to disrupt an entire global business category. He was named an *Internationalist of the Year 2014* for his work with Hiscox.

Russ Findlay of Hiscox Talks about Data, Individualization and B2B Marketing's Evolution

In his role as Head of Marketing for Hiscox Insurance, Russell Findlay runs two distinct marketing operations—one geared to the business-to-business concerns of the company, and the other for the business-to-consumer initiatives directed to the small business community. He's finding, though, that in a data-driven world, B-to-B strategies are now informing consumer marketing.

Findlay believes today's business world, with its constant stream of information and its terabytes of data, has fundamentally changed marketing, and essentially blurred what marketers once described as B-to-B and B-to-C disciplines. He adds, "B-to-B marketers, or those with a more direct-to-consumer model, know a lot about an individual customer. They retain customer records, there's a CRM system with interactions and a sales history, and they know their customers' names. Consumer marketers once saw their potential customers as an aggregate, and they needed to reach segments of them. Yet the digital revolution has changed approaches to individualization with customized products, as well as new levels of segmentation and predictive analytics."

He acknowledges that turning data insights into meaningful action is indeed the future of marketing and of business. But when asked if tomorrow's winning brands will be those that use data effectively, Russ Findlay hesitates. He says, "We won't see 'push button' marketing where we put all available data into a black box that spits out a marketing plan. There's still going to be an art to marketing effectively. Marketing has always been a blend of art and science. The percentages have shifted today where we may be approaching a 50-50 ratio of both—a big change from when marketing was more art or perhaps gut."

Yet, he emphasizes, **"Creativity will always remain as the glue that connects people to the emotionality of the products."**

Russ Findlay has always viewed himself as a sales-driven marketer, which helps bridge his varied marketing roles. "My job," he says, "is to deeply understand our consumers' motivations, and my job as a marketer is to create demand and to make the market for my products. Through marketing, Hiscox has built a recognizable, requested brand. This is the essence of brand value, and it's a 'proof point' for investors who now understand we have something unique when consumers ask for us by name."

Hiscox, a global player with strong UK roots, provides professional liability, property and specialty insurance to businesses through brokers, which represents the B-to-B side of Findlay's marketing equation. However, the company also sells insurance directly to small business owners—whether startups, nano-businesses or thriving small employers, which requires a more classic consumer marketing approach. In fact, Russ Findlay and Hiscox have been making headlines and winning awards for challenging insurance convention by bringing a new brand positioning to life with the memorable tagline Encourage Courage.

The dramatic business-to-consumer campaign highlights entrepreneurial apprehension about successful growth, and features men and women who took chances to open and expand their own businesses. It is built on the insight that nothing great can happen without risk. According to Russ Findlay, **"Insurance advertising talks about minimizing risk, not embracing it. Instead of fearing risk, we should fear not taking it."** While Hiscox had been actively supporting small business owners, they've also succeeded in building the value of their own brand.



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Estée Lauder's Esther Uhalte Discusses How Global Media Strategy is Changing for Luxury Brands



Esther Uhalte is Executive Director of Global Media for the Estée Lauder brand and is responsible for helping drive media strategy, effectiveness and efficiency in top markets around the world, in collaboration with the regional and local teams. “In a nutshell,” she says, “my role is to help our local marketing teams make smarter media investments.” Again, she emphasizes, “smarter media investments, not necessarily more investments.”

As a result, she’s noticing significant changes in global digital media trends, and those shifts are affecting the Estée Lauder brand’s approach to media and marketing throughout the world, as well as

considerations for targeting, call-to-action strategies, qualitative investments—all with an eye to retail collaboration and product sales.

In many ways, Esther has the perfect international background for her global role. Born and raised in Pamplona, Spain, she has lived and worked in Spain, Germany, France, and the US. She’s one of the few executives to have experience within media, agency and marketer roles. Esther holds a Bachelor’s degree in Advertising and Public Relations from the University of Navarra, Spain; a Masters in Marketing from the Sorbonne Graduate Business School in Paris; and a Professional Certificate in Digital Marketing from NYU.

Spanish may be her mother tongue, but she is also bilingual in German, French, and English, and for the last 15 years has consistently alternated reading a book in each of her four languages during her commute.

She explains that Estée Lauder spans the luxury skincare, skincare, makeup and fragrance categories. “This is a competitive advantage for the brand, but it adds complexity to the media strategy when other brands tend to operate in just one or two categories—enabling their consumer messages to be more streamlined.” Given their breadth of products, the Estée Lauder brand has more messages with greater variation to communicate, while it strategically allocates media resources by category.

Esther acknowledges that media for the beauty industry has been traditionally focused on raising awareness of new launches, elevating the brand profile and maintaining brand equity. “Today,” she says, “these factors remain important, but media must now deliver so much more—especially prompting the consumer to action. As part of an important call-to-action strategy, media must support and link to our retailer channels, as well as our own e-commerce and m-commerce sites.”

According to Esther, this requires clear objectives and ruthless prioritization. She emphasizes, **“Media cannot do everything at once, so we need to prioritize, and then choose the media placement and call-to-action for each ad, accordingly.”**

She adds that media targeting is a very delicate exercise for luxury brands. “On one end, there is the need to be surgical, to reach the highest prospects for growth and also to continue to engage with current consumers; on the other end, you want to invite enough new people to join the brand, so you can keep on recruiting and growing the business. You need a certain level of awareness for both your brand and your products, because you know you are going to lose a significant percentage of potential consumers as you move down the funnel from awareness towards familiarity, then purchase intent, then loyalty/advocacy.” Media innovation is, of course, very important to all brands. However, Esther believes that innovation must always add value to the consumer experience, and not be simply innovation for the mere sake of innovating. **“It must make sense for the brand and our consumer. We strive to do things first, but above all, we strive to do things right.”**

She confesses, “Some marketers don’t look much beyond the quantitative aspect of digital media. They focus more on ‘how much do you spend in digital’ or ‘how much is your digital spend growing YOY.’ It is a matter of qualitative investment as well. We have markets where our digital spend is growing rapidly year-on-year. Then, we also have markets where the spend is growing less rapidly but we are highly committed to improving quality, that is using less block-able, more engaging formats. Again, quantity and quality.”

She believes that every media investment today comes with an additional consideration: How will a paid media effort contribute to generate earned media? The media ecosystem is broader than ever, and barriers are becoming less precise with the surge of native advertising and greater experimentation with content. Close collaboration between marketing, PR/global communications, creative services, and analytics teams is crucial to success.

Esther advocates in the media industry for more holistic thinking across all marketing levers. She explains: **“An ad page may be considered a media expenditure, but if it has a call-to-action to redeem a sample online, then that spend is contributing to drive e-commerce. An in-store event enabling consumer data capture supports future CRM & Loyalty efforts. The distinction between budget ‘buckets’ is quite blurred, and we should try as marketers to be more agile and flexible, to make truly holistic decisions for resource allocation across all consumer touch points.”**

GLOBETROTTERS



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

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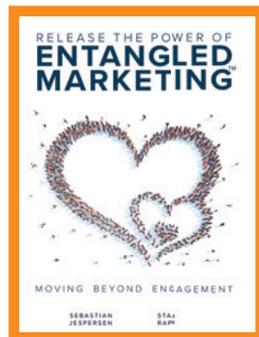
ENTANGLED MARKETING: MOVING BEYOND ENGAGEMENT

It's not often in today's fast-paced marketing scene that somebody describes a concept you immediately know is exactly right – one that resonates with both your instincts and your intellect.

Sebastian Jespersen and Stan Rapp have done this with their vision of entangling the brand and the consumer in an unbreakable relationship. They find fault with today's lock-step focus on engagement when advanced digital technology makes anything imaginable—truly doable.

Entangled Marketing is the new business model for building a supportive, enduring and mutually-rewarding customer relationship. The book introduces a number of groundbreaking ideas centered around the ways a brand can provide meaning and value to customers to keep them in an ongoing relationship for life. The reader will be taken on a journey from the twentieth century's arm's-length relationships to the twenty-first century's "Zero Degrees of Separation." The authors maintain that bottom-line results improve exponentially when brand and customer act as a "one-plus-one" twosome.

The ability to release the power of entangled marketing changes one's thinking about how marketing can work best in the digital age.



MARTIN ROLL'S NEW ASIAN BRAND STRATEGY

Towards 2020, a rapid-changing landscape will emerge in Asia where the opportunities for Asian companies to benefit from international branding efforts will be larger than ever before.

In his new book *Asian Brand Strategy*, Martin Roll, a Senior Advisor to McKinsey & Company and a thought-leader on value creation through brand equity, provides a comprehensive framework for understanding Asian branding strategies and Asian brands, based on new research and supported throughout by a wealth of new case studies.

He offers insights on Asian brands, as well as branding as a strategic tool, to provide a comprehensive framework for understanding Asian branding strategies and Asian brands, including success stories and challenges for future growth and strengths.



WE NEED A BETTER APPROACH TO HELP OUR TALENT THRIVE



BY MARIE-CLAIRE BARKER,
CHIEF TALENT OFFICER, MEC GLOBAL

The advertising and media industry is facing a problem: our talent pool is in a state of migration, lured away by attractive and big-name tech and media companies.

The Wall Street Journal reported last year how our employees — from agency executives to bright young graduates — are moving to the likes of Twitter, Facebook, Google and BuzzFeed.

The advertising world rightly prides itself on driving innovation, but we aren't renowned for applying this to our talent management. Just as we innovate for our clients, it is time we do the same for ourselves to ensure we attract, engage and retain our best talent.

The answer is not more happy hours.

Talent is the lifeblood of our success. Talent innovation must be at the heart of our business. With the right approach, we have the ability to be a unifying force across our industry — but the rhetoric must shift to reflect the changing face of our technology-enabled and values-driven world.

THE FUTURE OF TALENT IS:

MOBILE. Technology has changed the game. It is no longer necessary to measure output based on hours spent at desks when we can engage with a multinational mobile workforce that is connected in real-time. As leaders, we need to move away from the concept of "owning" talent and be brave enough to embrace the shared economy, borrowing the best for when and where it is needed. It will require a paradigm shift — but if the industry carries on holding tightly to what is safe and familiar then it may miss out on a better solution within reach.

SOCIAL. Digital proficiency in how we identify and attract employees is key. The current generation is more networked than ever and we need to harness these channels to connect more deeply. There is a noticeable shortfall of top executives active on social media; they need to be out there contributing to content, not just reading it. Talent looking at a prospective employer will want to see what the leadership is saying about working there, the industry and innovation.

MULTI-GENERATIONAL. People join companies for learning and experience, but how are we delivering on their individual needs to encourage growth? Providing opportunities that allow our talent to develop both personally and professionally will ensure an engaged workforce that is motivated and inspired to deliver. Organizations also need to do more to demonstrate that they are seriously ready for female leaders by inviting women back to work after a career break and creating more support initiatives for families.

BALANCE-DRIVEN. Employee wellbeing is crucial to keeping our talent happy. It has tangible benefits to individuals, organizations and our industry. There is a reason that Google employs a high number of massage therapists, and why technology companies are starting to understand the value of "mindfulness" training for employees. People need space to recharge and de-stress.

SOCIALLY-CONSCIOUS. People want to work for organizations that are aligned with their passions and beliefs. They are looking for authenticity. Companies need to start giving talent a purpose that is centered in the external community. Encouraging your team to work on real-life problems, getting them to collaborate in ways that give back to the world, allows them to feel a part of something larger and an opportunity to operate differentially as a leader, outside of your organization.

The future of talent is already here. The industry must wake up to a better approach in delivering for today's workforce. Without it, how will we continue to grow, innovate, and be the industry where the best want to work?



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Celebrating Internationalists Throughout The World

As They Reinvent Contemporary Marketing

Thirty-three inspirational marketing leaders have been named Internationalists of the Year by The Internationalist for their outstanding accomplishments in the past year.

Honoring those individuals who are changing the rules of contemporary marketing is at the heart of The Internationalist's mission, and the 2015 Internationalists of the Year represent many of the champions behind exciting brand developments and new marketing thinking. Amid today's fast digital pace with its emphasis on accountability, transparency and data, combined with a re-set global economy, the extraordinary efforts of these individuals insure that critical marketing programs move ahead and make a difference.

According to their peers, Internationalists of the Year are inspirational leaders—champions of multinational strategy, adept at innovative communications, advocates of responsible brand-building and inventors of how we re-think marketing's new capabilities. They take marketing risks that produce results in multiple markets or influence worldwide thinking about good practices. Without their direction, many international programs simply would not come to fruition.

The Internationalists include:

Sam Ahmed – SVP, Head of Marketing Asia Pacific Middle East Africa, MASTERCARD

Lee Applbaum – Global Chief Marketing Officer, PATRON SPIRITS

Dean Aragon – Global VP Brand & CEO, SHELL Brands International

Michelle Atkinson – Chief Consumer Officer, ENERGIZER HOLDINGS

Lionel Benbassat – Head of Marketing & Brand, EUROSTAR

Pierre Berard – SVP Spirits Marketing, PERNOD RICARD

Charles Chappell – Senior Director, Global Integrated Media, THE HERSHEY COMPANY

Jennifer Chick – Vice President, Marketing Execution & Operations, HILTON WORLDWIDE

Jerri DeVard – Senior Vice President Chief Marketing Officer, ADT Corp.

Uwe Ellinghaus – Chief Marketing Officer, CADILLAC

Charisse Ford – Chief Marketing Officer- Americas, PANDORA JEWELRY

Johann Freiling – Head of Marketing & Communications, SAP XM

Christian Gebara – Chief Revenue Officer, TELEFONICA VIVO BRAZIL

Jon Iwata – Senior Vice President, Marketing and Communications, IBM

JP Kuehlwein – Executive Vice President, Marketing, FREDERIC FEKKAI

Sean Madden – Director of Marketing Technology, SAGE

Andrew Markowitz – General Manager- Performance Marketing Labs, GE

Rob Master – Vice President Global Media, Categories and Partnerships, UNILEVER

Christina Meringolo – Executive Director, Global Consumer Engagement and Activation, BAYER

Ignacio Molina – Regional Marketing Director, SUNTORY BEVERAGE & FOOD EUROPE

Mollie O'Brien – Head of Compensation, Benefits & Performance Management, BASF

Angel Perez Agenjo – Senior Director Marketing, Commercial Operations, Capabilities and Lean Six Sigma, Europe and Canada, ELI LILLY & CO.

Jon Potter – Chief Marketing Officer & Executive Vice President Brands, MOET HENNESSY

Rob Rakowitz – Director of Global Media, MARS, INC.

Yin Woon Rani – Vice President Integrated Marketing, THE CAMPBELL SOUP COMPANY

Eric Reynolds – Chief Marketing Officer, THE CLOROX COMPANY

Manos Spanos – Global Senior Director- Mountain Dew and Aquafina, PEPSICO

Lilian Tomovich – Chief Experience Officer/Chief Marketing Officer, MGM RESORTS INTERNATIONAL

Esther Uhalte – Executive Director, Global Media, CRM & Loyalty, ESTEE LAUDER

David VanderWaal – Vice President Marketing, LG ELECTRONICS

Dan Vinh – VP Global Brand Marketing, Lifestyle Brands, MARRIOTT INTERNATIONAL

Freda Wang – Head of Marketing, MERCEDES-BENZ CHINA

Jackie Woodward – Vice President, Global Media & Connections Platforms, GENERAL MILLS

The Internationalists are invited to be part of the annual **Internationalist/ANA** book series called *The Reinvention of Marketing*, published by INGRAM. Each chapter highlights the work and ideals of a leading marketer. The book is intended for current marketers—and future ones—as it has also become a “living” text book for marketing universities around the world—complete with current case studies and the potential for chapter participants to be guest lecturers.

They are also welcomed as part of **THE INTERNATIONALIST 1000** initiative—*1000 Marketers Around the World Reshaping the Future of Marketing* in global partnership with the **ANA/ Association of National Advertisers**—a group of dedicated industry leaders who are reshaping our understanding of marketing’s expanding role throughout the world.

These men and women join over 200 other individuals named over the last decade.

Every year since 2004, **The Internationalist** has named those international marketers who are truly the people behind the year’s outstanding marketing achievements. Winners represent a variety of industries and a diversity of locations. Yet, all take the role of international brand champion to heart. Without their extraordinary energy, inspiration and experience, many multinational programs simply would not get off the ground. This marks the 11th Annual Edition of *Internationalist of the Year*; all those named remain **Internationalists** throughout their tenure in the marketing industry.

All Internationalists are nominated by their industry colleagues for their current work during a 3-month Call for Entries. Nominees should “break the mold” with their multinational brand communications, as well as their individual skills and drive. Candidates are selected by these peer-to-peer nominations and the evaluations of the **Internationalists** Committee, past **Internationalists**, and **The Internationalist** Editorial Board.

Sam Ahmed

SVP, Head of Marketing Asia Pacific Middle East Africa—MasterCard



Sam Ahmed boasts a long list of accolades and passions—from being named one of the Asia Pacific top “40 under 40” marketing professionals to serving on the executive leadership teams of three USD Billion+ businesses to a confessing

an unrelenting drive to accelerate revenue growth through digital, CRM, marketing, communication, product and commercial innovation.

However, it is Sam’s use of technology to link brands to the deeper needs of societies that has caused him to cultivate stronger levels of brand loyalty. He is the champion behind the data and analytics-driven platform known as the MasterCard Digital & E-Commerce Engine. The Engine is a combination of people, processes and carefully-selected technology tools that are integrated to analyze data, trends and insights on a daily basis in order to optimize content, offers, and experiences, so MasterCard can more relevantly target people across social and digital channels to drive transactions that matter to cardholders.

Perhaps the best-known example of using the Engine to power a campaign in APAC is the New Year’s Eve initiative in December 2014, featuring Hugh Jackman. The involvement of the Australian star created an emotional spark with consumers and allowed MasterCard to mine valuable insights by encouraging cardholders to share who they would want to spend their New Year’s Eve with and why.

Based in Singapore, Sam Ahmed is responsible for the management of the region’s marketing teams. He also oversees the development of strategies and campaigns for MasterCard’s advertising, sponsorships, promotions, as well as digital and consumer marketing initiatives across APMEA.

Prior to joining MasterCard in November 2013, he served as vice president, marketing and category at Starbucks Coffee Asia Pacific. He was a key member of the Starbucks Asia Pacific leadership team, which oversaw more than 1,600 stores across 14 markets.

Prior to Starbucks, he was part of Kraft Foods’ global beverage team as director of the beverages division, Asia Pacific, where he managed the regional beverage executive team and led the growth in both market share and regional sales of various Asia Pacific beverage brands. He was also at Fonterra Brands where he served for five years as global brand director for the company’s nutritional brands.

Charlie Chappell

Senior Director, Global Integrated Media—he Hershey Company

Charlie Chappell is currently leading the transformation of The Hershey Company’s approach to contemporary integrated media for such iconic brands as Hershey’s, Reese’s, Kisses, Twizzlers and Jolly Rancher. Hershey’s is the largest chocolate manufacturer in North America and its products are sold in over sixty countries worldwide.



He took on this new role in July after serving the company as Global Brand Franchise Leader for both Hershey Kisses, the company’s best known brand, and Brookside Chocolate, its fastest-growing brand. He also led the Brand Excellence practice at The Hershey Company where he was tasked with defining “The Hershey Way of Marketing” and was responsible for accelerating the processes and capabilities of The Hershey Company’s 250 Global Marketers. From his office at the corner of Chocolate and Cocoa Avenues in Hershey, Pennsylvania, Charlie traveled the world building the capability of Hershey marketers worldwide.

Charlie joined The Hershey Company after 12 year at Procter & Gamble where he honed his skills as a Global Marketer within the \$30 Billion Beauty & Grooming Division. Brands he has touched include Pantene, Herbal Essences, Old Spice, Gillette, Secret, Safeguard and Camay both in North America as well as in emerging markets such as Russia, China, Egypt and Pakistan.

He is a graduate of Purdue University and the Kellogg School of Management at Northwestern University.

Uwe Ellinghaus

CMO—Cadillac



As Cadillac's Chief Marketing Officer, Uwe Ellinghaus has been charged with leading all brand strategy and marketing efforts for Cadillac worldwide. He joined Cadillac Jan 1, 2014 to further the brand's ongoing expansion and development and is continuing to change perceptions about the iconic American luxury

brand both here and abroad. Cadillac has been pushing its global presence and is partnering with nonautomotive brands such as New York fashion house Public School in an effort to broaden (i.e., lower the age range of) its customer base.

While repositioning an iconic brand is no small undertaking, Uwe has many years of leadership positions with strong luxury brands, including a long background in the luxury automotive space. He joined Cadillac from Montblanc International, where he served as Executive Vice President of Marketing and Sales from late 2012 to 2013. Prior to that, Uwe was with BMW Group in a number of marketing and leadership roles from 1998 – 2012.

Recalling his arrival at Cadillac, Uwe says: "First, what I realized is how passionate Cadillac customers were and are about the brand. This brand is an iconic brand that has still so much appeal to people that from outside of the U.S., you are sometimes surprised just how cool Cadillac is. But it's also fair to say that we are in a situation where we embarked on a new direction for Cadillac, changed the position of the brand, and went to a territory that was traditionally not associated with Cadillac. But as much as in communications to get across what Cadillac stands for, what is our point of view, what makes us different from the German competitors. So I want the distinctive design of the exterior and interior to play a prominent role because design is the No. 1 purchase reason for cars in any market and for any brand. But no other brand is so design-dependent in terms of the purchase reason as Cadillac is."

Charisse Ford

Chief Marketing Officer, Americas

—Pandora Jewelry

Founded in 1982, Danish jewelry manufacturer and retailer Pandora Jewelry has shown truly remarkable growth. Started as a family run jewelry shop in Copenhagen, Pandora has evolved into a major international brand to become the world's third-largest jewelry company in terms of sales. Charisse Ford

—Chief Marketing Officer, Americas - has been a major contributor to this startling transformation.

From her first day on the job, Charisse found herself challenging the convention set forth by PANDORA'S global headquarters. She was at the forefront at an organization looking to speak to the North America market

in a voice that is more relevant to the consumer. Aside from ensuring that the visual and tone of a new campaign reflected the diverse women of the US market, she made changes to the type of consumer PANDORA was going to approach and the environments where they would be reached.

By championing research that supported a target which spoke to the spirit of a woman, Charisse moved Pandora's marketing analysis beyond the standard demographics and psychographics. She also looked to align Pandora with iconic fashion and lifestyle partners and brands by choosing high quality over quantity. This not only signified a change in a brand that had been historically thought of as a "charm bracelet" to a leader in the affordable luxury space but it put them in the same conversation as well-known luxury jewelry brands.

Charisse challenged convention once again by engineering another significant change in the overall marketing plan: running a campaign fully dedicated to speaking to men. While a large integration reaching men in a sports environment with a humorous tone was a big risk, it proved to be highly successful. And despite it being a large departure from anything PANDORA has ever done in the past, they are looking to continue and grow this partnership into 2016.

Additionally under Charisse's tutelage, PANDORA has begun to actively brief the 10% within the 70/20/10 model. As a result, they will be moving forward with a first to market, custom technology solution that can be used across all of their on-site activations which include Disney's Tinker Bell half marathon and Coachella. (Another opportunity to signify change as PANDORA is now the official jewelry brand of Coachella and has even partnered with fashion designer Nanette Lepore for her Coachella inspired fashion show.)

Charisse has been an advocate of responsible brand building by moving to significantly increase research and analytics to gain a better understanding on how media and marketing impact the business. By utilizing a highly sophisticated econometric model to create a zip code level trading radius, PANDORA has not only become more efficient in their ways of working but also in maximizing sales and ROI. This has led to a more collaborative relationship with the retailers, ensuring everyone is working together to achieve a common goal.

A true Internationalist, Charisse is inspired by the idea of change and innovation. To drive this change, she





Fueling Mass Multi-Channel Customization

Relevant multi-channel engagement can reliably drive 30%-40%+ increases in target outcomes.

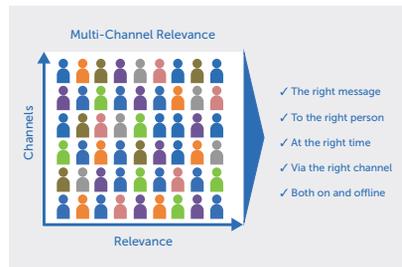
Relevant multi-channel engagement requires orders of magnitude more content.

The costs of relevant multi-channel engagement often increase 10 times faster than the benefits.

Brand stewardship and compliance risks increase exponentially with content volume, variety & velocity.

As the “visionary pace-setter” in intelligent multi-channel content generation, Elateral’s market-leading, patent-pending technology is helping to power one of the most exciting marketing mega-trends in generations: **Mass Multi-Channel Customization**.

Sophisticated multi-channel experience and dialog management platforms, energized by big data and cloud power, are now able to pinpoint the right content to the right person at the right time through the right channel.



Landing more relevant and engaging content across an expanding array of channels is driving big gains for savvy marketers. 30%-40%+ improvements in target outcomes, including customer acquisition, up-sales, registrations & referrals are not uncommon, along with improved brand affinity & loyalty.

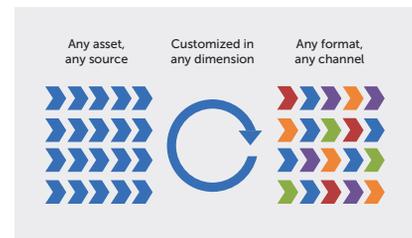
On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

To make matters worse, the challenges and risks associated with managing brand stewardship and compliance requirements grow exponentially with increased content volume, variety and velocity.

Elateral’s singular obsession is to be the world leader in powering intelligent multi-channel content generation & customization.

Elateral is relentlessly focused on helping marketers transform their multi-channel content supply chain into a powerful competitive advantage, while reaping the full rewards of today’s sophisticated multi-channel experience management platforms.

Elateral MSC™ enables marketers to source any content in any form from any system; customize content in any dimension from creative to copy, size, shape, layout & language; and output market-ready materials in any format for distribution by any experience management or content delivery platform, both online and offline.

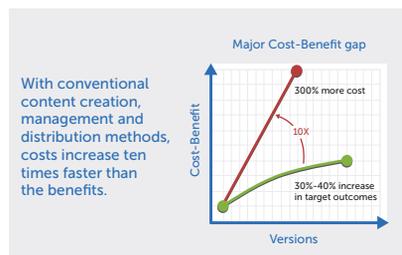


Integrated intelligence provides sophisticated role-based access and editorial rights, while advanced patent-pending automation capabilities provide unprecedented speed, flexibility and cost efficiency.

“Elateral’s game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management.”

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With Elateral, top marketers are saving tens of millions of dollars per year with concurrent improvement in results.

Representative Case Examples:

- 20,000 users in 200+ countries and 20+ languages driving \$100M+ savings in content design and localization costs.
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- 57% reduction in campaign production costs with improved targeting, accelerated time-to-market, and improved compliance.

Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company
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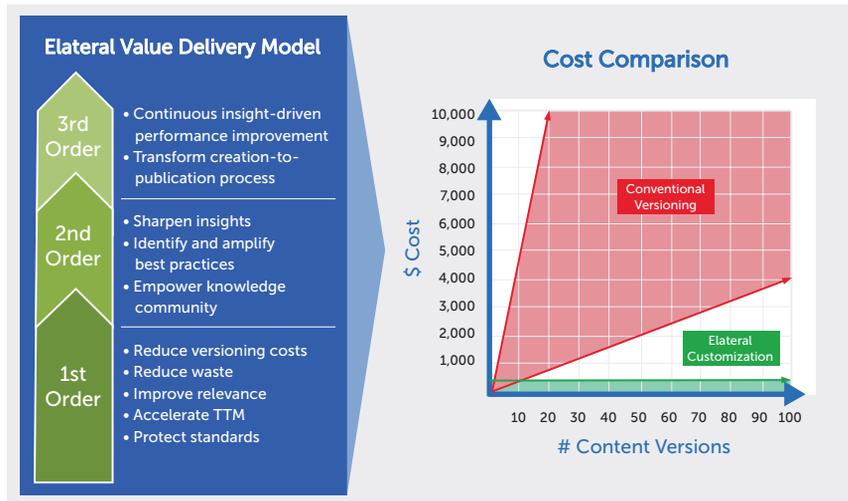
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

Powered by patent-pending innovations, Elateral MSC is designed with one goal in mind: To maximize value & advantage for the world's leading marketers. Elateral's game-changing content generation innovations include:

<p>TRUE MULTI-CHANNEL</p> <p>One complete solution from package to print, POS, web, mobile and social</p>	<p>TRUE GLOBAL CAPABILITY</p> <p>200+ countries, 20+ languages, UI + content, Cyrillic, Double Byte</p>	<p>INTELLIGENT CUSTOMIZATION*</p> <p>Dynamic scaling with automated layout re-optimization and shape-shifting</p>
<p>MULTI-CHANNEL KITTING*</p> <p>One-to-many flow-through customization for speed, efficiency and consistency</p>	<p>MULTI-CHANNEL QUEUING*</p> <p>Multiple versions for real-time interactive dialogs – fast, flexible, efficient, controlled</p>	<p>CONTENT ANALYTICS*</p> <p>Identify and leverage high-performing assets and executions while reducing waste</p>

*Patent-pending

Elateral's Value Delivery Model provides a fast path to significant savings and continuous performance improvement – another reason why the world's most sophisticated marketers, including Cisco, Coca-Cola, Microsoft, Procter & Gamble, Starwood and Toyota rely on Elateral solutions to take marketing results to new highs and marketing costs to new lows.



is pushing into building long term brand equity versus falling prey to short terms sales messaging which degrades the brand.. She is focused on brand health and want they are striving to achieve in terms of both broadening and upgrading their sales approach. But in the spirit of collaboration and bringing others into the process, Charisse has an openness that allows others to think freely and strategically, ultimately bringing the best marketing product to the consumer.

Johann Freilingner

Head of Marketing and Communications—SAP XM



Johann Freilingner has spent the last year immersed in those issues that represent the most fundamental changes now occurring in marketing—from recognizing how relevant real-time data can enhance the personalization of messages to solving concerns about transparency to understanding what

drives cultures of innovation.

Freilingner believes, “In a connected world, every company is fast becoming a technology company. Consequently, winning brands in a digital economy are those that learn to derive actionable insights from big data, while thinking and responding in real-time and concentrating on business outcomes.” This, for him, is the new tipping point of marketing, and he admits that the industry has a huge task ahead to deliver the kind of data-driven marketing that ultimately creates a significant difference to an individual customer.

SAP, of course, is a market leader in enterprise application software which helps organizations and their people to work together more efficiently and use business insight more effectively. Seventy percent of the world’s transactions touch SAP systems. And SAP customers represent 98% of the world’s most valuable brands.

Johann Freilingner head marketing and communications for the company’s new SAP XM unit is challenging existing industry models by applying real-time technology powered by SAP HANA cloud in-memory technology to achieve transparency, accuracy and efficiency through a new premium media exchange. SAP has recognized that the issues at the heart of programmatic media buying apply to every SAP customer.

He also advocates that programmatic buying will play an important role in the transformation of business as it strives

to achieve true customer relevance with an individualization of messaging tied to customer needs—especially as more companies understand the value of integrating processes across marketing, sales, analytics, customer service, digital commerce and finance.

Johann Freilingner is a marketing and communications executive with strong discovery and delivery skills. With an entrepreneurial mindset, he became an Innovator in digital marketing and transformation that is related to big data, analytics, mobile and digital networks. He has acquired a depth of knowledge across all disciplines of marketing and communication, with a track record in innovative global marketing and leadership of multicultural teams. He has lived and worked in Germany and the US.

JP Kuehlwein

Executive Vice President—Frédéric Fekkai

JP Kuehlwein is Executive Vice President at Frédéric Fekkai, the New York-based prestige salon operator and hair care brand originally owned by Procter & Gamble, and now part of a joint venture between Designer Parfums and LUXE Brands. JP is also a recognized strategy expert, a global brand builder, and accomplished marketing leader who has lived and worked in three



of the world’s key regions—Europe, Asia and North America—managing brands at Procter & Gamble. He has a 20+ year track record of translating consumer and branding insights into transformational propositions that win in the market. His experience spans from introducing a new-to-the-world food wrap to the US or disposable diapers to developing markets in Asia, to developing a global communication strategy for the world’s leading detergent or portfolio strategies for Beauty, Lifestyle and Luxury categories.

Ask JP Kuehlwein for a short definition of a contemporary prestige brand-- one that garners almost cult-like following--and he’ll describe how people buy such brands with their hearts as well their heads, while their creators seem to apply magic as much as logic. He’ll add that modern prestige brands make us “long to belong,” and they can be of any size and come from any category at any price point.

JP has co-authored a book with Wolfgang Schaefer, Chief Strategic Officer of SelectNY, one of the world’s leading premium branding networks, called Rethinking Prestige Branding. In fact, this intelligent, comprehensive book covers so many of today’s shifting brand dynamics that it encourages the even the most experienced marketer to rethink his or her perspectives.

JP Kuehlwein holds degrees in international management

and business analysis from the universities of Reutlingen (Germany), Reims (France) and Lancaster (UK).

Andrew Markowitz

General Manager, Performance Marketing Labs—GE



Andy Markowitz is the General Manager of GE's newly-created Performance Marketing Labs, which focus on marketing opportunities that drive stakeholder connection and commercial acceleration. The Performance Marketing Labs focus on driving strategy, lead generation, channel disruption, insights and

analytics, content, social media, and customer engagement. He led Andrew Markowitz led General Electric's global digital center of excellence for 5 years.

Andy believes we are currently operating in the Age of Transformation and Accountability, rather than The Golden Age of Marketing. "I see marketing as being accountable, and through accountability, you build relevance and value—internally and externally. Technologies are evolving so fast and we are now moving beyond the 'test and learn' phases to a place where digital is creating opportunities to reach true accountability with marketing spend."

Andy broadly describes Digital Marketing as "a quest to connect people, ideas, places, and machines to personalize and customize user experience." He adds that "the yield is micro relevance for macro impact."

As a result, he sees the mission of the GE Performance Marketing Labs as "making it easier for GE Customers to buy, or for GE Sales teams to sell products." He adds, "We're all about the commercial component of marketing; we are not necessary about the top-line storytelling."

Andy leads the group with the goal of providing new value to GE's overall businesses, while re-thinking the corporation's organizational development in an effort to work with more people and skills. "At GE," he says, "we are constantly trying to break down silos and encourage people to work more holistically."

Prior to GE, Andy Markowitz worked at Kraft Foods as director of digital services, leading a Center of Excellence for all digital activity. In this role, he led efforts to create scalable best practices by providing thought leadership in the management and development of a wide range of online marketing principles, a pipeline of emerging media opportunities, and digital accountability for Kraft brands. Before joining Kraft, he worked at Send.com, Dentsu Corp., Ammirati & Puris, and Lintas.

Rob Master

Vice President Global Media, Categories and Partnerships—Unilever



Rob Master often reminds us that "change will never be this slow again," and as Unilever's global vice president of media, categories and partnerships, he is well versed in understanding the impact of those words. He oversees a global team responsible for media innovation, strategy and the development of integrated communication plans for all Unilever brands.

Prior to this position, Rob Master served as Unilever's vice president media, North America, Latin America and Europe. In that role, he was responsible for overseeing media strategy and investment, and crafting integrated communications plans for all brands across these regions. He also reshaped the Unilever media and agency teams to better adapt to the rapidly-changing consumer and media landscape, and was a key driver in propelling Unilever to the forefront of digital innovation and branded entertainment, gaining the company recognition by Advertising Age as "Digital Marketer of the Year," and one of Fast Company's Most Innovative Marketers.

Rob Master joined Unilever in 2002 as a brand marketer, managing a number of the company's iconic brands including Dove and Axe, and driving award-winning branding campaigns around the Dove Campaign for Real Beauty and The Axe Effect.

Prior to joining Unilever, he worked in brand marketing for PepsiCo's Taco Bell and for various communication agencies; he also led marketing for Internet start-up eHobbies, an online retailer. He holds a B.A. in political science from the University of Wisconsin at Madison and an M.B.A. from the Olin School of Business at Washington University in St. Louis.

Rob Rakowitz

Director of Global Media—Mars Inc.

In a rapidly changing media landscape, how do you ensure the continued growth of a portfolio of iconic billion dollar brands? Rob Rakowitz was brought into Mars to help answer that question. He has worked with marketing and media experts inside and outside of the company to raise the profile of media and to leverage new media opportunities to accelerate the growth of old brand favorites.

By viewing media not just as a mass reach vehicle, but more and more as an opportunity to achieve highly targeted reach and enable relevant messaging at key times to drive



commerce, Rob is working with his peers to quickly advance the journey underway for the Mars media culture.

A key aspect to Rob's approach is to actively engage with other Mars operating units. Rather than allowing the media function to be isolated from other departments at

the company, Rob is working closely and collaboratively with his partners on the commercial (procurement) side of Mars Inc. who are in turn taking responsibility to ensure that the company's media investments are being invested with diligence and discipline. This collaboration extends to research, where he is working to help the analytics and insights leads to not only fine-tune the communications model, but to determine how it evolves in a world where everything increasingly communicates and transacts. Collaboration, inside and outside of Mars, and capability building have served as a foundation for the evolution underway within the Media@Mars Community.

Rob feels that "media is now such a central discipline in the marketing mix and more powerful than ever connecting brands with the right consumers; the convergence that media and technology is facilitating between channels, content, consumers, customers, and commerce will be the key to many of our brands' growth." While many CPG companies have historically been slower to adapt to the new realities of modern media thinking, Rob is championing Mars units to harness new technologies and methods, especially in areas like data-driven marketing and programmatic buying.

Having already impacted the Mars media culture in a very short period of time, there is little doubt that their ambition to be a great consumer packaged goods company in media will be achieved under his careful stewardship.

Prior to his current role at as a client at Mars, Rob was an agency veteran, with experience on the creative and media perspectives. He was most recently at Mindshare where he led strategy for American Express's global brand, new products, and innovation efforts. Rob's career has always been marked by embracing all disciplines and by a drive to breakdown the increasingly complex communications landscape in the pursuit of successful programs which add value to consumers' lives. He has a proven track record of helping teams understand the benefit that media can bring, when linked to business and brand drivers, to deliver sustainable and distinctive growth. His unique ability to build and guide brand teams in creating consumer connections has won awards ranging from Cannes Lions to the Jay Chiat Strategy Award.

Rob currently lives in New York City with his wife, Jessica, and their 3 year old son, Henry. Rob is a competitive cyclist

and boasts several state championships and an international silver medal and bronze medal. The mix of grit and science that cycling requires has shaped his focus on precision and passion for building teams. Rob holds a BA in Political Science from SUNY Albany and an International MBA from Instituto de Empresa in Madrid.

Yin Woon Rani

Vice President, Integrated Marketing—Campbell Soup Company

Yin Woon Rani is behind Campbell's tremendous digital transformation, and her relentless drive is enabling the global food giant, and the world's leading maker and marketer of soup, to become more nimble as the company embraces digital marketing and e-commerce. She has also encouraged Campbell's to organize around brand categories with category teams that take cues from successful tech companies that build on fast daily meetings and agile market response.

Plus, the latest advertising for the Campbell Soup's brand may be reconnecting to its heritage of good soup and warm memories, but its new tagline "Made for Real, Real Life" offers a contemporary glimpse of real families—no matter how they may be defined. The company's corporate purpose of "real food that matters for life's moments" is striking a chord with consumers.

Today, the company's portfolio extends beyond the iconic Campbell's brand to Pepperidge Farm cookies and Goldfish crackers; Arnott's, Kjeldsens and Royal Dansk biscuits; V8 beverages; Bolthouse Farms super-premium beverages, carrots and dressings; Plum premium organic baby food; Swanson broths; Prego pasta sauces; and Pace Mexican sauce.

Ms. Rani joined the company in January 2014 in the newly-created role of Vice President, Integrated Marketing. She is responsible for establishing the strategic direction for Campbell's advertising, media, global design and digital marketing and social media, and for ensuring alignment with Campbell's business strategies, while also overseeing the company's ad agencies around the world.

Prior to joining the Campbell Soup Company, Yin Rani was President, North America of Universal McCann, the largest operating unit within IPG's Mediabrands group, where she managed more than \$7 billion in billings for the full-service media agency with approximately 1,000 employees. She was responsible for all North American operations, including new product and service offerings, strategy and innovation, planning



and buying and business development.

Earlier in her career, she held positions at Grey Worldwide. During her 15-year tenure there, Ms. Rani oversaw accounts for GlaxoSmithKline, Proctor & Gamble, Hasbro, J.M. Smucker's, and Mars, Inc.-- ultimately achieving the title of Senior Vice President by 2003.

She holds a Bachelor of Arts from Yale University and a Master of Business Administration from the Stern School of Business, New York University.

Manos Spanos

Global Senior Director- Mountain Dew and Aquafina—Global Beverages Group, PepsiCo



An extremely passionate and energetic brand marketer, Manos truly embodies what it means to live the brand. Leveraging over 14+ years of consumer goods experience, he has developed game-changing marketing campaigns – driving global equity growth for the Mountain Dew brand.

In fact, his ground-breaking global content strategy for Mountain Dew has literally created a new style of flexible template for multinational brands in a 24/7 social media

world. By providing global content with specific features that also accounts for varying content types and social-sharing triggers, Mountain Dew has been able to overcome the age-old obstacle of global inconsistency when local markets opt for what is best relevant. Plus, the program builds the global look and feel of the brand, but also increases organic reach within a country.

At the heart of the program is a 52-week Content Strategy based on a “Periodic Table of Content” delivered to each country every month. This includes suggestions of what to post when, what channels to use for the distribution, what to promote, while also outlining the goals for each Content Piece. An Online Performance Dashboard enables each country to see, in real time, their performance, and gives them the opportunity to optimize their campaigns, specific targeting and, ultimately, ROI.

The strength of the global content program has resulted in exceptional increases for Mountain Dew in terms of online engagement with the brand, searches, brand popularity and organic reach.

Born in Athens, Manos is an alumnus of Hartwick College of New York, with a Bachelor's Degree in Management and an MBA in Marketing from the University of Miami.

Esther Uhalte

Executive Director, Global Media, CRM & Loyalty—Estee Lauder

Esther Uhalte is Executive Director of Global Media, CRM and Loyalty for the Estee Lauder brand and is responsible for helping drive media strategy, effectiveness and efficiency in top markets around the world, in collaboration with the regional and local teams. And she emphasizes, “My role is to help our local marketing teams make smarter media investments—again that's smarter media investments, not necessarily more investments.”

In many ways, Esther has the perfect international background for her global role. Born and raised in Pamplona, Spain, she has lived and worked in Spain, Germany, France, and the US. She's one of the few executives to have experience within media, agency and marketer roles. Esther holds a Bachelor's degree in Advertising and Public Relations from the University of Navarra, Spain; a Masters in Marketing from the Sorbonne Graduate Business School in Paris; and a Professional Certificate in Digital Marketing from NYU. Spanish may be her mother tongue, but she is also bilingual in German, French, and English, and for the last 15 years has consistently alternated reading a book in each of her four languages during her commute.

She explains that the Estee Lauder brand spans the luxury skincare, makeup and fragrance categories. While this is a competitive advantage for the brand, it adds complexity to the media strategy when other brands tend to operate in just one or two categories—enabling their consumer messages to be more streamlined. Given their breadth of products, the Estee Lauder brand has more messages with greater variation to communicate, while it strategically allocates media resources by category.

Esther acknowledges that media for the beauty industry has been traditionally focused on raising awareness of new launches, elevating the brand profile and maintaining brand equity. “Today,” she says, “these factors remain important, but media must now deliver so much more—especially prompting the consumer to action. As part of an important call-to-action strategy, media must support and link to our retailer channels, as well as our own e-commerce and m-commerce sites.”



Dan Vinh

VP Global Brand Marketing, Lifestyle Brands—
Marriott International



As VP Global Brand Marketing, Lifestyle Brands for Marriott International, Dan oversees the global marketing programs for a growing portfolio of lifestyle brands, including Renaissance Hotels and AC Hotels. Each of these brands at Marriott International is positioned to serve today's savvy traveler by delivering high design and technology-forward

experiences at every price point.

These brands are part of Marriott International's luxury and lifestyle brands portfolio currently includes The Ritz-Carlton Hotel Company, EDITION, JW Marriott Hotels & Resorts, the Autograph Collection, Renaissance Hotels, AC Hotels by Marriott and Moxy Hotels. Accounting for 25 percent of the company's system wide pipeline, Marriott expects to add more than 200 luxury and lifestyle hotel projects over the next several years, reflecting over \$15 billion of investment by the company's owners and franchisees.

Dan joined Marriott International in 2009 as VP Global Marketing, Renaissance Hotels, Marriott's signature lifestyle brand. There he defined and executed the brand's global marketing strategy across all channels and oversaw brand positioning, advertising, digital and social media, public relations and global experiential strategy for more than 150 hotels in 35 countries. He moved into his current position in 2014.

An experienced international marketer, Dan started his career in consulting positions at Accenture and IBM before moving on to senior marketing positions at Unilever and AOL. He is a graduate of the University of Virginia and holds an MBA from the J.L. Kellogg Graduate School of Management, Northwestern University.

Christian Gebara

Executive Vice President, Chief Revenue Officer—
Telefonica Vivo Brazil

Christian Gebara, Chief Revenue Officer of Brazil's Telefonica Vivo, has only been in his new position for less than a year, but he understands how the functions of both fixed and mobile telephone services are changing with the lives of Brazilian consumers. He is responsible for an enormous range of disciplines including marketing, products, digital channels, brand, innovation and big data, as well as the entire direct and indirect sales force within Brazil. And Gebara is constantly

aware that he is also working with one of the country's most significant and greatly-valued brands.

He has been part of the Telefonica Group since 2006 and has held positions in Madrid for Telefonica España and Telefonica Latin America. Based in São Paulo since 2010, his current focus is on profitable growth for Brazilian operations, while increasing competitive advantage in a more complex, convergent digital market. In fact, the evolution of his roles within the company makes his well-suited for his expanded responsibilities. He previously served as VP of Marketing and Sales, VP of Strategy, Advertising and Business Development and VP of Synergies, Integration and New Businesses- Brasil.

Understanding how mobile apps are critical to the value-added services of Telefónica Vivo, he announced within the first month in his new role a company commitment to strengthen its presence in the world of application software. At the time, two new apps were announced: Live My Business, which provides content on entrepreneurship and business management and Vivo My Show, a service that promises to reveal new talent in Brazilian music. Both apps provide for customer competitions—whether in winning new business proposals or uncovering new musical talent.

Christian Gebara has a degree in Business Administration from Fundação Getúlio Vargas in São Paulo and an MBA from the Graduate School of Business at Stanford University.



Eric Reynolds

Senior Vice President, Chief Marketing Officer—The
Clorox Company

The Clorox Company today represents more than its namesake bleach and cleaning products, while its reach extends well beyond the borders of the US. In fact, today the company is seeing strong international

growth with a footprint in more than 100 countries and with a portfolio that includes the iconic Clorox brands, as Brita, Burt's Bees, Formula 409, Glad, Hidden Valley, Kitchen Bouquet, KC Masterpiece, Soy Vay, Kingsford, Liquid-Plumr, Mistolin, Pine-Sol, Poett, Tilex, S.O.S., and Fresh Step, Scoop Away and Ever Clean cat litters.



He has been part of the Telefonica Group since 2006 and has held positions in Madrid for Telefonica España and Telefonica Latin America. Based in São Paulo since 2010, his current focus is on profitable growth for Brazilian operations, while increasing competitive advantage in a more complex, convergent digital market. In fact, the evolution of his roles within the company makes him well-suited for his expanded responsibilities. He previously served as VP of Marketing and Sales, VP of Strategy, Advertising and Business Development and VP of Synergies, Integration and New Businesses- Brasil.

If anyone understands the power of international, it's Eric Reynolds who served as vice president – general manager, Europe, Middle East, Africa and Asia, overseeing Clorox's growth and brand strategies in these regions. His previous assignments included general manager, Caribbean in the International Division and marketing director, U.S. Home Care. His career at Clorox began in 1998 as an associate marketing manager on the Brita® business.

Eric Reynolds was named senior vice president – chief marketing officer of The Clorox Company in January 2015. As CMO, he has global responsibility for all marketing functions, including brand strategy and management, personnel staffing and development, consumer insights, advanced analytics, agency management, consumer promotion, digital capabilities, media planning and buying, commercial production, and graphic design.

A native of Minneapolis, Reynolds holds a bachelor's degree in English and economics from Saint Olaf College, and a master's degree in business administration in marketing and strategy from the Kellogg School of Management at Northwestern University. He currently is a director of the Vesper Society, a social justice health access foundation, where he previously served as board chairman.

Pierre Berard

SVP Spirits Marketing—Pernod Ricard

Pierre Berard is an innovator, a Pernod veteran, and a true internationalist who has lived and worked in Europe, China and the Americas. From his strong results in China to the launch of the “Martell Caractere” cognac in collaboration with Andy Garcia to his leadership of the US Spirits marketing team, he has focused on the delivery of insightful and emotionally-engaging ideas that encourage consumers to become brand advocates.

He joined Pernod Ricard USA in 2013. Prior to his New York appointment, Pierre Berard held numerous leadership positions at Pernod Ricard in Europe and China. He served as Marketing Director, Pernod Ricard China, following his role Marketing Director in China for Martell Cognac, Perrier-Jouët and G.H. Mumm. Previously, he was International Brand Director for Martell in Europe and the Americas, and before that held various brand management and marketing positions, including innovation leader, for the Pernod Brand Company.

He joined Pernod Ricard in 1998 with Campbell Distillers in London, and holds a Master's degree in Marketing and Communication from ESCP Business School in Paris.

Pernod Ricard SA is headquartered in Paris, while Pernod Ricard USA is the company's largest subsidiary. The company's leading spirits and wines include such prestigious brands as Absolut® Vodka, Chivas Regal® Scotch Whisky, The Glenlivet® Single Malt Scotch Whisky, Jameson® Irish Whiskey, Malibu®, Kahlúa® Liqueur, Beefeater® Gin, Plymouth™ Gin, Seagram's Extra Dry Gin®, Martell® Cognac, Hiram Walker® Liqueurs, Pernod®, Ricard® and Avión™ Tequila (through a joint venture with Tequila Avión); such superior wines as Jacob's Creek® and Brancott Estate®; and such renowned champagnes and sparkling wines as Perrier-Jouët® Champagne, G.H. Mumm™ Champagne and Mumm Napa® sparkling wines.



Angel Pérez Agenjo

Senior Director Marketing, Commercial Operations, Capabilities and Lean Six Sigma, Europe and Canada—Eli Lilly & Company

Pharmaceutical companies across the globe face unprecedented challenges as a consequence of pricing pressures caused by healthcare reforms, increased competition and the difficulty of bringing new drugs to market. Facing such serious business challenges, pharma companies are forced to rethink every aspect of their marketing, from their overall strategic marketing approach to execution.

Eli Lilly understood it faced a dilemma common to multinationals with many brands in that the company needed to achieve better marketing quality and performance while also managing efficiency and cost. With more than 500 specialist marketing agencies across Europe, he not only faced the challenge of coordination and governance, but also realized that the company's marketing supply chain didn't effectively support efficient new product launches, which ultimately impacted commercial performance.

With this urging, Eli Lilly launched an International Strategic Marketing Project in 2015 called MAU (Marketing Automation Utilization). Angel Perez headed the initiative with a mission to streamline marketing agency services for Europe to create closer collaboration and a new commitment





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to innovation and quality. His aim was to enable a new governance structure that would ensure continuous improvement.

Interestingly, he found that by exploring different collaborations and partnerships outside the common ones in pharma—with startups, public bodies or less specialized marketing agencies, Lilly brands could enhance their equity by generating improved customer experiences. His role also extended to fostering a spirit of openness and curiosity within Lilly to generate a climate for customer-facing innovation. MAU has proven to generate efficiencies while keeping the brand experience for the Lilly customer at the highest level.

Angel Pérez started his Eli Lilly career in Spain, and after some years in the Oncology Business Unit, he moved to Denmark as Managing Director in that country. His role subsequently expanded to European responsibilities and then to further direction for marketing capabilities and operations beyond that continent and extending to Canada. He's currently based in Madrid

Jon Potter

Chief Marketing Officer & Executive Vice President
Brands—Moët Hennessy USA



Although an elite number of marketers can state that they spearheaded Olympic programs, Jon Potter actually competed in three Olympic Games. In fact, he represented Great Britain and England at the highest levels in field hockey-- winning bronze in the 1984 Summer Olympics in Los Angeles and, four years later, gold at the 1988 Summer Games in Seoul.

His zeal for field hockey may only be equaled by his passion for marketing—and an approach that is fearless as much as it is smart. Following his retirement from the sport, he has enjoyed a long career of significant global, regional (Europe, Africa, North America) and in-market leadership positions at major multinational organizations, including KP Foods, Nestlé, and Diageo.

Jon joined Moët Hennessy USA as EVP of Brands in July 2012 overseeing a portfolio of brands that includes Hennessy, Moët & Chandon, Veuve Clicquot, Dom Pérignon, Krug, Belvedere Vodka and Glenmorangie. His eye to digital spending and strong innovation has contributed to a lift in in the company's operating profits. Advocating experimentation with virtual reality, big data and native advertising-- especially music video-- has contributed to the creation and dissemination of content that resonates with Moët Hennessy brands and consumers alike.

He admits to being “a marketer at heart,” and sees his

strengths as a clear focus on the consumer, as well as applying a broad business perspective to brands given his past roles as a General Manager, Commercial Director and Head of Sales Development. Few marketers are at home in both the worlds of consumer packaged goods and luxury, but Jon Potter has managed to innovate in snack foods, confectionary and the beverages categories. He has built and restructured marketing teams, created a digital Center of Excellence, managed trade marketing teams and recreated marketing field resources.

David VanderWaal

Vice President of Marketing—LG Electronics USA

Dave VanderWaal has proven how in-store marketing in the highly-competitive retail space can make a difference for even well-known brands. In fact, after bolstering LG's US marketing strategies across its appliance and consumer electronics businesses, he was given a larger marketing role. In 2015, VanderWaal was named Vice President of Marketing, LG Electronics USA with responsibility for overseeing all advertising, consumer research, sponsorships, promotion, shopper insights and digital marketing initiatives for LG's Home Entertainment and Home Appliance business units in the United States.



The promotion follows his induction into the prestigious Point of Purchase Advertising International (POP AI) Hall of Fame. POP AI, a global association of more than 1,400 organizations and leading members in the retail marketing industry, works to promote, protect and advance the broader interests of the in-store marketing community.

For its Hall of Fame honors each year, the organization accepts nominations from its members to recognize industry professionals with more than 25 years of experience who have made significant contributions to the in-store marketing community and observe ethical business practices throughout their careers. David VanderWaal was one of only four marketing professionals to receive this distinction in 2015.

LG Electronics USA has been at the forefront at bringing retail partners holistic shopping solutions that help drive sell-through for LG products and elevate brand awareness for entire product categories. LG has used sophisticated electronics to enhance the retail experience with programs that provide total education for shoppers in a range of product categories, from OLED and 4K Ultra HD and Smart TVs to refrigerators, clothes washers and dryers. Throughout its broad product mix, in-store merchandising vehicles are a centerpiece of LG's successful go-to-market strategy in the United States.

Dave VanderWaal's more than 25 years of industry experience includes spearheading marketing strategies for such top brands such as Sprint, Hallmark, Maytag, Jenn-Air and

Amana in addition to numerous roles within LG Electronics USA.

Michelle Atkinson

Chief Consumer Officer—Energizer Holdings



Michelle Atkinson leads the efforts of Energizer Holdings's Household Products business to drive positive perceptions and brand loyalty with consumers and customers globally.

The origins of Energizer Holdings trace back to 1905, when two innovators joined together to form what was then known as The American

Ever Ready Company. Nearly a century later, Energizer Holdings, Inc. “keeps going” following the planned separation of Energizer in 2015. Throughout all those years, there has been one constant: a continued emphasis on innovation— from the launch of the Energizer® Inductive Charger to the world's first AA battery made with 4% recycled batteries, Energizer® EcoAdvanced™.

Michelle Atkinson has an extensive background in global brand and business leadership, including brand and product development, strategic planning and sustainability for Energizer, H.J. Heinz, Ore-Ida Foods and Albertson's Inc. Additionally, she spent three years in sales leadership at Energizer working with major U.S. grocery, mass and electronics retailers.

She has also been actively involved in the NEMA primary battery association's stewardship efforts in developing a U.S. solution for establishing a collection and recycling program.

Michelle holds a bachelor's degree in marketing from Boise State University.

Mollie O'Brien

Head of Compensation, Benefits & Performance Management—BASF

Mollie O'Brien understands first-hand that internal communications are as important as external communications in a social media world that empowers employees as well as consumers. Through her efforts, BASF has demonstrated how Business-to-Employee (BtoE) Marketing can contribute to a company's success, particularly as they grapple to attract and retain the kind of talent that can transform a company's activities, its image, and—ultimately— its bottom line.

BASF, the world's largest chemical producer, realized that its employees didn't fully understand the range of benefits the company had to offer. In fact, BASF research revealed that

the company's Compelling Total Offer (CTO) was on par—and often better— than that of competitors. However the perception of BASF's CTO wasn't aligned with this truth. There was an awareness problem, not just of benefits, but of overall depth and breadth of their CTO.

As a result, Ms. O'Brien created the Total Rewards brand for BASF's Human Resources organization to communicate an integrated offer to current and future employees in a more “holistic” manner to shift perceptions.

A “you@BASF” campaign was launched to the 17,000-strong workforce in North America to communicate the company's benefits and the new Total Rewards program. BASF's German headquarters then decided to roll out the program globally to over 100,000 employees. The “you@BASF” campaign now consists of traditional, digital, experiential and other touchpoints.

Today, the total number of employees who feel that BASF Total Rewards meets their needs has risen from 27% to 58%, while the number of employees that say that BASF Total Rewards strongly factor into their decision to stay with the organization has jumped from 48% to 63%.

Mollie O'Brien's role is not only to create new Total Rewards brands, but to overhaul salary and bonus structures, ensure market competitiveness, and drive change management efforts. Prior to BASF, she served as Global Director, Total Rewards for AOL and Director of Compensation at Time Inc.



Jennifer Chick

Vice President, Marketing Execution & Operations—Hilton Worldwide

As VP Marketing Execution & Operations for Hilton Worldwide, Jennifer Chick faces the daunting challenge of localizing an extraordinarily rich array of Hilton marketing, across multiple Hilton property brands, and in every market around the world.

Founded by Conrad Hilton in 1919 the Hilton Worldwide portfolio now includes nearly 5,000 hotels with over 750,000 rooms in over 100 countries around the world. Making Jen's task even more daunting, each and every individual hotel location around the world has endless needs for individualized materials, as each individual property has different entertainment options, occasion specials, even dining and local market attractions to promote on a continuous daily, weekly, monthly basis. Rarely does the challenge of non-stop global-local marketing rise to this level!

Hilton is fortunate to have an experienced marketer such



as Jen leading the charge. Having honed her skills on the agency side of the business with stints at McCann Erickson and Arnold Worldwide earlier in her career Jen went on to become a Principal at Marketbridge prior to joining Hilton in 2011.

In her current position Jen is shepherding Hilton to a new era of cutting edge marketing through the application of advanced technologies to empower distributed marketers around the world to dynamically

adapt marketing materials, across any media channel, to meet the unique and ever-changing local requirements.

Sean Madden

Director of Marketing Technology—Sage



Sean Madden is a key architect of Sage's transformational initiatives. Possessing a much-in-demand marketing skillset, he leverages cutting-edge marketing technologies to dynamically adapt content across media channels so the Sage brand and messaging resonates locally. In spite of all the myriad nuances of its diverse markets, Sage focuses on retaining global consistency and brand integrity.

Like many modern global technology companies,

Sage grew to preeminence in part through a series of key acquisitions with some of the world's best known software brands. Today, Sage must market multiple brands in local markets with local cultures and local languages around the world. If that's not enough, they must do that consistently and in a relevant way that resonates with a great variety of users through a highly-diverse array of channels and partners. Clearly, such a challenge demands the best of what innovative marketing practices have to offer.

Sean Madden is a marketing leader with proven success in driving profitability by developing business strategies and implementing technology solutions. He has more than fifteen years of marketing technology experience in organizations ranging from start-ups to Fortune 50 companies. He works to craft campaigns that accomplish broader business goals and objectives through his solid experience in software design, platform validations, system deployments, and business

process optimization efforts.

Lionel Benbassat

Head of Marketing and Brand—Eurostar



Almost two decades ago Eurostar changed the way people travel from the UK to Paris and Brussels forever. Today their high-speed railway service has created a generation of travelers who think nothing of hopping on the train after breakfast and relaxing in a Parisian bistro by lunchtime. As Head of Marketing and Brand, Lionel Benbassat has stewarded Eurostar's brand promise: "To Inspire Real Connections."

Since 2013, Lionel has led Eurostar on a journey to build its customer experience and brand communications around the ambition of becoming the "Most Loved Travel Experience" by enabling real connections. Lionel is "breaking the mold" by recognizing that the key success factor to achieving this shift of perception is by continually improving, tailoring and personalizing customers' experience of the Eurostar brand - not only during the travel experience but also throughout the entire customer relationship management cycle.

The challenge that Lionel has been pivotal in answering is how to capitalize on the myriad opportunities to build a deeper relationship with Eurostar's customers and prospects through an appropriate and manageable degree of personalization, while continuing to maintain broad reach and relevance.

Lionel has been passionately focusing on ensuring Eurostar becomes "Europe's most loved travel experience" by enabling real brand connections for travelers through Eurostar's communications and through personalizing Eurostar's relationship with its customers and prospects through more relevant and targeted messages. To that end, Lionel and his team have introduced new digital apps services and communicated their benefits to consumers while simultaneously reinforcing staff engagement by living and communicating Eurostar's values internally. This is being realized by leveraging the power of data to build brand equity and revenue streams and a relentless focus on innovation, commercial rigor and customer orientation.

He feels strongly that "media and communications are proven drivers of both sales and advocacy for Eurostar, and managed properly they will play a critical role in helping deliver further growth and ROI for the company." Under Lionel's stewardship and thought leadership, Eurostar is relentlessly pursuing future-facing structures and processes

to ensure all paid, owned and earned communication opportunities are fully integrated and utilized and that Eurostar's paid offline and online media investments are working as efficiently and effectively as possible to drive the greatest return on Investment.

Freda Wang Head of Marketing—Mercedes-Benz China



In a word, Mercedes' success in China this year was nothing short of "spectacular." And although Freda Wang, Head of Marketing, for the luxury automaker may have a lot on her plate as the brand aims to become the world's second largest luxury carmaker this year, she makes it all seem easy. From partnerships in fashion and the arts to managing the largest media review in China's history, sales of Mercedes cars in China are up dramatically—even with a much-

publicized slowdown in the world's second largest economy and a new eye toward spending by government officials.

Ms. Wang brings new innovations in integration to Mercedes, as well as strong marketing insights. There's little dispute that the Mercedes S-Class remains the pre-eminent automotive status symbol in China. Freda Wang has been working at Mercedes Beijing headquarters since early 2010 with roles in retail consulting and after-sales retail operations until she took on her current Head of Marketing role in 2013.

Prior to Mercedes, Freda Wang was the director of the performance improvement division of J.D. Power and Associates, the US-based global marketing information services firm that uses consumer satisfaction to help in car buying decisions. Although she also worked at AC Nielsen, her start in the industry was also at J.D. Power in Toronto as a project supervisor.

She received her MBA from Toronto's York University at the Schulich School of Business, and completed an executive program in California at Stanford University's Graduate School of Business.

Jon Iwata Senior Vice President, Marketing and Communications—IBM

Jon Iwata leads IBM's marketing, communications and citizenship organization, and with over 30 years at the company, he demonstrates how the tenure of a marketing leader can help a global corporation evolve while also continuing to build upon its heritage. Jon is now championing a new and powerful marketing idea at IBM called THE FUTURE OF BUSINESS IS COGNITIVE, which underscores the new

abilities of IBM Watson, the technology platform that uses natural language processing and machine learning to reveal insights from large amounts of unstructured data.

Jon and his global team are responsible for the marketing of IBM's product and services portfolio in more than 170 countries, as well as market intelligence, communications, and stewardship of the IBM brand, recognized as one of the most valuable in the world. They also lead the marketing of Watson, as its breakthrough technology is bringing cognition and artificial intelligence to healthcare, retail, financial services, education and all industries being transformed by the phenomenon of data.

Jon reports to IBM Chairman, President and Chief Executive Officer Ginni Rometty. He is a member of IBM's Operating Team, responsible for day-to-day marketplace execution, and IBM's Client Experience Team, which focuses on making distinctive client experience systemic across IBM. He is vice chairman of the IBM International Foundation.

Jon joined IBM in 1984 at the company's Almaden Research Center in Silicon Valley. He was appointed vice president of Corporate Communications in 1995 and senior vice president, Communications, in 2002. He assumed his current role on July 1, 2008.



Christina Meringolo Executive Director, Global Consumer Engagement and Activation—Bayer

Chris Meringolo is the Vice President of Integrated Marketing Solutions for the US Consumer division of Bayer. In her role, she leads integration of consumer promotion, media and digital marketing to drive meaningful consumer connections with the Bayer OTC brands, including Claritin, Aleve, Bayer and Coppertone. Her focus is on driving innovation and measurement to optimize the value and relevance of our communication initiatives in meeting the health and well-being needs of the people we serve.

Prior to Bayer, Chris led media, promotions and digital marketing to drive multichannel marketing initiatives around the world for Merck OTC brands.

Chris is a change agent establishing vision, core values and service models to best support her marketing organization in an ever changing consumer landscape. She leads operational activities to improve



productivity and effectiveness across many practices including creative production and digital and social marketing.

Lee Applbaum

Global Chief Marketing Officer—Patrón Spirits



There is no question that Lee Applbaum is a brilliant marketer and smart global thinker. His work at Patrón Spirits—in a very short time—has made a significant difference to the brand. However, he also possesses the rare foresight to anticipate what will become a 21st century brand paradox as marketers juggle with authenticity and the need for scale in a new,

instantly-global social media world. He, though, is finding an answer with a brand that manages to effectively straddle both ends of this contemporary spectrum. He also discovered a way to effectively unify the brand's perception of both style and substance.

Lee Applbaum is responsible for leading Patrón Spirits' luxury portfolio of brands. He directs all global integrated marketing efforts across creative, media, PR, product development and innovation, and experiential activation in over 100 countries.

In fact, his digital storytelling, one of the pillars of his marketing strategy, has enabled significant discussion between consumers and the trade—and has developed a new level of brand trust in the process. Through Applbaum's direction, Patrón used digital reality in the launch of The Art of Patrón Virtual Reality Experience to allow consumers to virtually tour the Hacienda Patrón in Jalisco. He says it proved transformational for the brand. He then used Oculus Rift technology to create a "live-action-with-drone" video that took viewers from the agave fields to the bottling process-- all from the perspective of the Patrón bee, now a recognized part of the brand's logo.

Prior to Patrón, Mr. Applbaum led large marketing and sales organizations at Target Australia, RadioShack, David's Bridal, and Footstar Athletic. He began his career at Coca-Cola, where he held a variety of marketing and management roles. Throughout his tenure, he led the development and execution of innovative branded programs across a range of global dining, hospitality, and retail clients. Mr. Applbaum holds a B.B.A. in marketing from the University of Texas at Austin and an M.B.A. from the University of Massachusetts at Amherst.

Dean Aragon

Global VP Brand & CEO—Shell Brands International

Dean Aragon is an internationalist with roots in the Philippines, a global thinker with a long commitment to multinational

brands, who has lived and worked in several regions of the world. After nearly two decades at Unilever, he joined Shell in 2014 and has demonstrated that a devotion to great marketing strategy and innovative thinking can certainly be applied beyond categories and disciplines to enrich the role of a global brand.

Currently based in Zurich—and on an airplane—he serves as the Global Vice President Brand for Shell, leading the development of overall brand strategy, brand policies, standards and brand communications and thought-leadership for the energy giant. This includes global corporate advertising, as well as social media and media partnerships across Shell.

He also serves at the CEO of Shell Brands International AG, a Shell subsidiary that manages brand and trademark licensing to Shell companies and third parties.

His role is enormous as Shell aims to strengthen its position as a leader in the oil and gas industry, while helping to meet global energy demand in a responsible way. Today, safety, as well as environmental and social responsibility are very much at the heart of Shell's activities.

Prior to Shell, Dean served in a number of senior level global brand marketing positions at Unilever where he shepherded Sunsilk, Tresemmé, Axe, Toni & Guy and other haircare brands to new heights. He received his degree in Management Economics from Ateneo de Manila University, and interestingly, he also studied automotive technology in his high school years.



Ignacio (Nacho) Molina

Regional Marketing Director—Suntory Beverage and Food, Europe

Suntory Beverage & Food (SBF) has a diverse portfolio of soft drink brands across a range of market segments. As Global Marketing Manager of Suntory Beverage and Food, Europe, Ignacio (Nacho) Molina is charged with developing and leading key marketing projects across the different Business Units of the Group to deliver profitable growth for the company.

An experienced marketer with a clear vision and perspective on the value that media can add as a business growth builder, Nacho honed his international brand management skills at companies such as Nestle Purina, Grupo Gallina Blanca and the Sunny Delights Beverages Company prior to joining SBF.

In his current position Nacho has been given the responsibility of driving SBF Europe's brand portfolio at a



particularly exciting time for their business. With a portfolio which includes such iconic brands as Orangina, Schweppes and Lucozade, Nacho has been driving completely new and progressive ways of measuring brand KPI's within the organization.

Lilian Tomovich

Chief Experience Officer/Chief Marketing Officer—
MGM Resorts International



MGM Resorts International is a leading global hospitality and entertainment company, with a portfolio of over 15 destination resort brands including Bellagio, MGM Grand, Mandalay Bay, City Centre, and Mirage. As Chief Experience Officer/Chief Marketing Officer Lilian Tomovich is responsible for all marketing functions with a special focus on perfecting the guest experience through innovation, marketing technology and old-fashioned exceptional service.

While traditionally the casino business was built on the notion of “build it and they will come”, that is no longer the case today. According to Lili “Delivering “wow” guest experience moments, leveraging the power of guest data, implementing new technologies to enhance guest service and looking for better and smarter ways to drive guest engagement is what will drive the future of the hospitality and entertainment business.” To that end, Lili is fundamentally looking at how to reimagine the guest experience for the future at MGM Resorts International.

Having previously served as Vice President of Consumer Marketing for MasterCard (where she directed the iconic “Priceless” campaign) in addition to holding senior-level marketing positions with Loyalty One, the world's leading provider of loyalty marketing programs to global corporations, Lili truly understands the power of brand. As importantly though, she understands that brands must continuously be reinvented and reinvigorated. When she joined MGM Resorts in 2014 she was tasked with how to enhance the overall guest experiences, and how to ensure that the portfolio of brands remained relevant and fresh. She embarked on a journey to develop a digital marketing platform, a customer centric approach around guest strategy, a richer one-to-one relationship management system and equally important a completely reimaged more centralized marketing function.

While the hospitality and entertainment business has been slow to adapt the technology evolution, Lili and her team are driving new innovation into the business, from mobile guest check-in, to wrist band payment devices for outdoor concerts, to enhanced technology for in room and of course looking at

the entire digital ecosystem to allow for a seamless booking and itinerary development system.

Jackie Woodward

Vice President, Global Media & Connections
Platforms—General Mills

Jackie Woodward is considered by many to be the consummate global media professional. She was appointed Vice President, Global Media & Connections Platforms at General Mills in September 2014 and leads a team of marketers focused on enhancing consumer engagement through paid, owned and earned media. She recently oversaw the media review of the 150-year-old multinational foods giant, along with CMO Ann Simonds. Both Ms. Woodward and Ms. Simonds joined the company within the past 18 months.

General Mills owns many well-known brands including Cheerios, Wheaties, Pillsbury, Häagen-Dazs Yoplait and Betty Crocker, Jackie Woodward is focused on exploring new ways to reach and engage with today's changing consumers,

Jackie joined General Mills from MillerCoors, where she was Vice President, Marketing Connections. She led MillerCoors' media and digital marketing initiatives; sports and entertainment alliances; licensing; and business affairs. Under her leadership, the company defined its media and sports investment strategy, including significant new positions with Hispanic soccer; content strategies; a platform optimizing reach, relationships and retail activation to drive preference for its portfolio of brands; and an integrated ideas approach to drive greater consumer engagement

Prior to the merger that led to MillerCoors, she joined Miller Brewing Company in April 2006 as Vice President – Media and Marketing Services. Before the beer industry, she held several positions at McDonald's Corporation both domestically and globally, culminating in her role as Vice President, Global Marketing where she led McDonald's global Balanced Lifestyles initiative. She was also one of the leaders of the team that launched McDonald's first-ever global, award-winning advertising campaign, ‘i'm lovin' it'. From 1990-2006, Woodward oversaw the expansion of McDonald's sports and entertainment strategy worldwide, including the launch of global partnerships with the International Olympic Committee and FIFA and the 10-year alliance with the Walt Disney Company.



Jerri DeVard

Senior Vice President Chief Marketing Officer—ADT Corp.



Jerri DeVard understands what it takes to reposition a brand, change a mindset and drive business in a new world order. If that sounds like a tall order-- it is, but Ms. DeVard is not daunted by challenges. A true 21st century executive, she considers marketing to be the heart and soul of an organization. And she firmly believes that marketing should drive ADT's growth, not simply support

it. Or as she says of the company's great success despite new competition in "smart home" security: "We are the engine. If it doesn't happen in marketing, it doesn't happen."

As Senior Vice President and Chief Marketing Officer

for The ADT Corporation, Jerri DeVard leads the company's marketing efforts across the Residential, Business and Health business units. She is responsible for all strategic, operational and financial aspects of ADT's integrated marketing programs including brand advertising, digital marketing, communications, lead generation, sponsorships, media, and other initiatives.

Before joining ADT in March 2014, Jerri DeVard served as Nokia's first Chief Marketing Officer. As a member of Nokia's executive committee, she oversaw all global and local marketing, advertising, brand management, insights, retail, partnership, and sponsorship activities for consumer and small business. Before joining Nokia, she held various marketing leadership positions in Fortune 100 organizations including Senior Vice President, Marketing and Brand Management for Verizon Communications, Inc. and Chief Marketing Officer, e-consumer for Citigroup.

Ms. DeVard has a Bachelor of Arts in Economics from Spelman College and a Master of Business Administration in Marketing from Atlanta University Graduate School of Business.

PAST Internationalists of the Year INCLUDE:

Internationalists '14: Irene Albert, PROCTER & GAMBLE; Chloe Alsop, AUSTRALIAN METRO; Dana Anderson, MONDELEZ; Simon Bradley, VIRGIN ATLANTIC; Roman Cepeda, SAMSUNG Latin America & Brazil; Daniel Cherry, DIAGEO; Daniela Cordua, IKEA; Heather Cox, CITI; Andrea Davey, TIFFANY & CO; Ricardo Dias, A-B InBev; Andy England, MILLERCOORS; Martyn Etherington, MITEL NETWORKS; Russell Findlay, HISCOX; Vittoria Gambirasi, NESTLE; Jack Haber, COLGATE PALMOLIVE; Kathleen Hall, MICROSOFT; Mara Hannula, MARRIOTT; David Hoffmann, MCDONALD'S; Brad Jakeman, PEPSICO; Fernando Julianelli, MITSUBISHI MOTORS OF BRAZIL; Liz Kamaruddin, PETRONAS; Amitabh Kant, GOVERNMENT OF INDIA; Chris Keith, PROCTER & GAMBLE; Jeff Larson, SUBWAY RESTAURANTS; Michelle Lee, QATAR AIRWAYS; Christina Lu, JOHNSON & JOHNSON CHINA; Michaela Maerkl, GE GERMANY; Jennifer McCarthy, STARWOOD HOTELS & RESORTS; Vineet Mehra, JOHNSON & JOHNSON; Olga Osminkina-Jones, DANONE WATERS OF AMERICA; Ricardo Perez, GRUPO BIMBO; David Roman, LENOVO; Alexander Sneen, BROWN-FORMAN; Jon Suarez-Davis, THE KELLOGG COMPANY; Hesham Tahsin, AMERICANA RESTAURANTS; Koza Takaoka, NESTLE JAPAN; Thomas van Schaik, ADIDAS.

Internationalists '13: Phill Battersby, MICROSOFT Western Europe; Douglas Busk, THE COCA-COLA COMPANY; Zita Cassizzi, TOMS; Fernando Chacon, ITAU UNIBANCO; Joan Chow, CONAGRA FOODS; David Clark, GENERAL MILLS; Jesper Colding, MENGNIU Dairy Company China; Faruk Çizmecioglu, TURKISH AIRLINES; Allison Dew, DELL; Maggie Fox, SAP; Susie Hamlin, CISCO; Arun Hozack, RED BULL; Per Hjulter, The LEGO Group; Johan Jervoe, UBS; Jill Kluge, MANDARIN ORIENTAL HOTEL GROUP; Gerardo Llanes Alvarez, MEXICO TOURISM BOARD; Fernando Machado, DOVE Skin Cleansing and Care (UNILEVER); Oliver Maletz, VOLKSWAGEN AG; Dr. Susan Mboya-Kidero, COCA-COLA's Women's Economic Empowerment for Eurasia & Africa; David Melançon, BENJAMIN MOORE & CO.; Nagisa Manabe, UNITED STATES POSTAL SERVICE; Marlena Peleo-Lazar, MCDONALD'S CORPORATION; Roberto Ricossa, AVAYA; Clayton Ruebensaal, THE RITZ-CARLTON HOTEL COMPANY; Bob Rucpzynski, KRAFT FOODS GROUP; Lisa Shalett, GOLDMAN SACHS; Marc Speichert, L'OREAL; Américo Campos Silva, SHELL BRANDS INTERNATIONAL; Chris Thompson, BRAND USA; Rodney Williams, MOET HENNESSY

USA and MICHAEL KORS Global Marketing Team: Lisa Pomerantz, Kristen Campbell, Laura Parsons.

Internationalists '12: Janice Alfini, DINERS CLUB INTERNATIONAL/DISCOVER; Linus Almqvist, VATTENFALL AB; Nayantara Bali, PROCTER & GAMBLE; Bonin Bough, MONDELEZ INTERNATIONAL; Christa Carone, XEROX; Frederique Covington Corbett, MICROSOFT; Carmen D'Ascendis, Jack Daniels/ BROWN FORMAN; Nancy Deck, HILTON WORLDWIDE; Gerardo Garcia, THE COCA-COLA COMPANY; Jason Hill, GE; Mark Ingall, CITI GROUP; Maria Jobin, ABB; John Kennedy, THE IBM CORPORATION; Sarah Manley, BURBERRY; Marc Mathieu, UNILEVER; Diego Scotti, J. CREW; Shiv Singh, PEPSICO BEVERAGES; Kensuke Suwa, UNIQLO; Susan Thronson, MARRIOTT INTERNATIONAL, INC.; Sarah Wyse, COUTTS; Maria Ziv, VISIT SWEDEN.

Internationalists '11: Morten Albaek, VESTAS WIND SYSTEMS; Barbara Basney, XEROX; Pete Blackshaw, NESTLE; Kim Chrystie, EMC; Anna Griffin, JUNIPER; Ben Jankowski, MASTERCARD WORLDWIDE; Fritz Johnston THE BOEING COMPANY; Susan Jurevics, SONY CORPORATION; Laurie Kasper, INTEL; Sanjay Khosla, KRAFT FOODS; Michelle Klein, DIAGEO; Rob Langtry, AUSTRALIAN WOOL INNOVATION; James Moorhead, GILLETTE; Erich Parker, DU PONT; Sue Shim, SAMSUNG; Roshene Singh, SOUTH AFRICA TOURISM; Colin Westcott-Pitt, HEINEKEN; Betsy Wilson, UPS

Internationalists '10: Jon Achenbaum, BAYER HEALTHCARE/ Diabetes Division; Nick Adams, WESTPAC BANK; Scott Berg, HEWLETT-PACKARD COMPANY; Dwight Caines, SONY PICTURES WORLDWIDE; Chad Carlson, ORACLE CORPORATION; Julie T. Chan, PFIZER Consumer Healthcare; Wendy Clark, THE COCA-COLA COMPANY; Beth Comstock, GE; Trevor Edwards, NIKE, INC.; Katy Giffault, HASBRO, INC.; Kieran Foley, DIGICEL; Anthony Lau, BANK OF COMMUNICATIONS; Claire Molyneux, PROCTER & GAMBLE West Africa; Marisa Ricciardi, NYSE EURONEXT; Shawn Warren, KRAFT FOODS Asia-Pacific; Rahul Welde, UNILEVER Asia

Internationalists '09: Bettina Sherick- 20th CENTURY FOX; Christine Valls- AMERICAN AIRLINES; Joe Bihlmier- AMERICAN EXPRESS; Nicolas Maurer- BEIERSDORF; Len Blaufeder- BNY MELLON; Neil McGuinness- BP SOLAR; Michael Mendenhall- HEWLETT PACKARD; Geert van Kucyk- PHILIPS; Celine Del

Genes- REEBOK ASIA PACIFIC

Internationalists '08: Mike Paradiso- CA; Kristy DeMarco- CISCO; Mats Ronne- ELECTROLUX; Kathy Button Bell- EMERSON; Stefan Betz- GERMANWINGS; Vanessa Healey- INTERCONTINENTAL HOTELS; Mary Dillon- MCDONALD'S; Hossam Dabbous -PEPSICO; José Romano- SHARP LATIN AMERICA; Cathy Davies- SONY ERICSSON; Mark Davies- STAR ALLIANCE; Babs Rangaiah- UNILEVER

Internationalists '07: Teresa Poggenpohl- ACCENTURE; Susan Bradley- BOEING Commercial Airplanes; Daniel Guzman- DELL; Yisell Hernandez- Genius-KYE Systems; Javier Diez-Aguirre- GENWORTH Financial; Grace Villamayor- HERTZ International; Amy Lou- HTC; Ted Chung- HYUNDAI Card Company; Dierdre Bigley- IBM; Marcus Casey- LUFTHANSA; Simon Sproule- NISSAN Motor Company; Paul Greenberg- NYC & Co.- Paul Greenberg; Dr. Greg Allgood- PiR@ Purifier of Water, Procter & Gamble; Mark Reeves- STAR ALLIANCE; Joe Cliff- VISA Europe

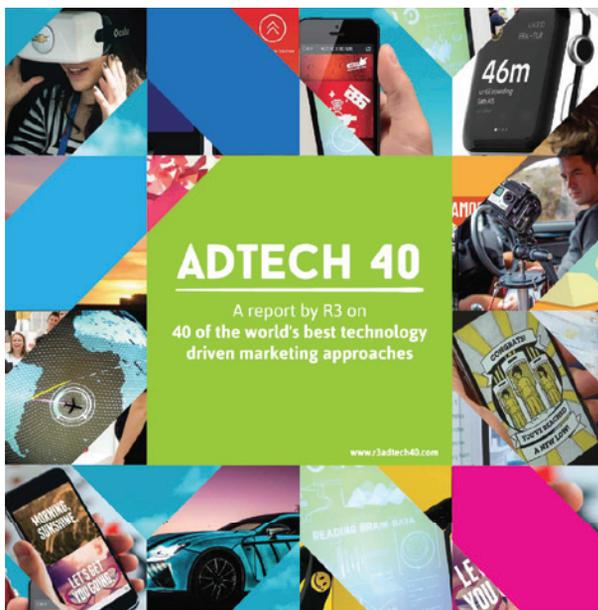
Internationalists '06: Kit Haines-Bornheimer- AT&T; Anja Herb- BASF; Rafael Gomez- CITGO; Helen Clark- CHEVRON; Kevin Brown- Digi-Key; Steve Wheeler- EMIRATES AIRLINES; David Spurlock- EOS AIRLINES; Urban Fjellestad- ERICSSON; Jennifer White- FREESCALE SEMICONDUCTOR; Nancy Bagat- INTEL; Giorgio Guidotti- MAX MARA FASHION GROUP; Eikoh Harada- MCDONALD'S JAPAN; Lloyd Mathias- MOTOROLA; Patrick Heineger- ROLEX; Ian MacFarlane- TOURISM AUSTRALIA

Internationalists '05: Steve Wilhite- NISSAN; Peter Moore- MICROSOFT; Judy Everett-SHELL; Tom O'Toole- HYATT; Tony Fernandes- AIR ASIA; Yvonne Johnston- MARKETING COUNCIL OF SOUTH AFRICA; Judy Hu- GE; Peter Boher- PENINSULA HOTELS; Deepak Advani- LENOVO

Internationalists '04: Stewart McHie- EXXON MOBIL; Rachel Berges- MOTOROLA; Erich Stamminger- ADIDAS-SALOMON; Steve Jobs- APPLE; Eric Kim- SAMSUNG; Allison Johnson- HP; Anita Mehra Mohayoun- DUBAI AIRPORT; James Stengel- PROCTER & GAMBLE; Dee Dutta- SONY ERICSSON; Zhang Ruimin- HAIER; Peter Stringham- HSBC; Yazid bin Mohamed- MALAYSIA AIRLINES; Larry Light- MCDONALD'S

DIGITAL DEMANDS ON CMOs

Out-takes from R3's ADTECH 40



The term “Ad Tech” was originally coined to describe the technology used in the purchase and delivery of digital media. This could mean anything from audience targeting to purchasing media programmatically, via real-time bidding (RTB) or other methods. However, in recent years, the ad tech landscape has expanded at breakneck speed. For every one company that is consolidated or leaves the market, another 1.5 enters. This has led to an incredibly fragmented ecosystem of vendors and technologies, as well as very convoluted idea of exactly what ad tech is and what role it plays in today's marketing industry.

The Span of AdTech

The rise of Ad Tech and marketing tech has by and large changed the entire marketing process. It's not enough to buy a TV spot and hope that a potential customer sees it, or put a banner on a website that you think a consumer might be looking at. With all the data that exists in today's digital landscape, there are several ways that marketers can leverage it to reach the right people, and even more reasons why they should.

Targeting

In its earliest phase, ad tech was all about using data to reach the right audience, particularly with banner display ads. While it has evolved to encompass so much more, this core idea of targeting is still front and center today. Not only can brands reach a specific audience, age group, gender and location of their choosing, but they can leverage targeting technology with other detailed data to further personalize their advertising efforts. By engaging customers in real-time, they can gain insights into consumer needs and wants to develop more personalized connections, creating a tailored experience that will enhance the possibility of creating a brand advocate or improving conversion rates.

Engagement

Consumers' lives are inundated with advertising. It's not enough for brands to get their name or message out in front of audiences; they need to create an interactive, engaging and memorable experience. In the current tech eco-system, there is a lot of room for innovation, especially in social and mobile, to drive brand/campaign awareness, generate buzz and increase sales by creating these types of experiences for consumers. Brands can leverage technology to make sure their message is delivered at the right time and in the right channel, making consumers more willing to engage with the brand beyond just seeing an ad.

Acquisition

The end goal for every marketing campaign is the same – to generate sales. To do this, marketers need to both generate new leads and nurture the qualified leads they already have. Ad tech allows marketing firms to execute campaigns that significantly increase leads from their target audience, as well as shorten the lead-to-conversion timeline. Brands can develop creative marketing campaigns that basically function as CRM systems, like an innovative app that captures customer (and potential customer) data, providing greater insights into their behavior, wants and needs.

Performance

Two major trends in the industry right now are the rise of big data and multi-channel marketing. Now more than ever, leveraging technology to create a unified experience and message regardless of platform is crucial as consumers' attention rapidly shifts throughout the day from their computer to TV to smartphone. Simultaneously, marketers are using analytics and attribution solutions to determine which campaigns are resonating with audiences and leveraging technology to increase ROI. Knowing how a campaign is performing with the target audience is an invaluable insight, particularly when it comes to formulating strategy for future campaigns.

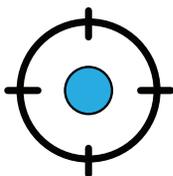
Living with AdTech

Firstly, embracing and leading at ad tech is a team effort – it requires a strong commitment from the top, linked with inspirations from the cubicles to make it a success. At R3, we invest our time in stakeholder interviews and benchmarking to understand the digital competency of every marketing team. What follows are the ten things we have seen that are likely to have the biggest impact:



1 Move from “Wait and See” to “Test and Learn”

This one, above all, communicates the need to be proactive and try, not reactive and waiting. The world's best marketers create “Digital Funds” for innovation and new ideas, to test and measure fresh thinking. If you don't move forward fast, your competitors already will have.



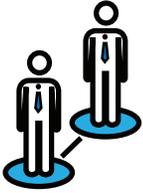
2 Try it for Yourself

You might not be the target audience for your beverage brand or your new food initiative, but it's important to embrace the digital language of youth. Set up a Snapchat account. Arrange a trip to Google or Facebook. Start using WeChat's ecosystem. Tweet more regularly. Most CMOs are not active enough on the very mediums they need to invest more in.



3 Reverse Mentor

In the old world, we looked to the corner offices for guidance and advice. In the digital world, we need to look and think differently. At Unilever, Coca-Cola and other leading marketing firms, the concept of reverse mentoring means younger, more connected members teaching the older ones about the power of digital.



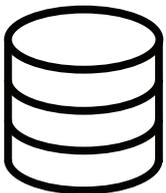
4 Create Internal Collaboration

In the digital world, marketing is far from an island. You need to build new and unique bridges with e-commerce, sales, IT and other cross functional teams. At Sears, they call this the “Tiger Team” – the go-to talent across the company that can provide insight, inspiration and solutions.



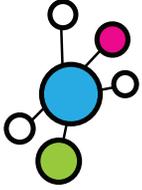
5 Create External Collaboration

As we’ll discuss in a minute, the role of agency partners in all this is crucial. They are the ones leading initiatives and learning from others in the market. Have your agencies provide a “Lunch and Learn” session once a month on an innovation they have done for another of their more digitally savvy clients. Help leverage their skills to close your own internal gaps. Make them an active partner in the change.



6 Bring Data Together

Big data is only useful when it’s used. The new role of marketing in an ad tech world is to harness that data in a compelling way – from all customer sources. There’s no other unit within a corporation better placed to build meaningful solutions from the mix of sales, digital and lead generation work.



7 Use Digital Vendors to Train

The value of Facebook, Google, Twitter and others has to go way beyond a simple commercial transaction. They have the will, the desire and the funds to offer enhanced training services for marketing teams, as part of the overall package of commitment. Use their knowledge and insights across thousands of clients, their case studies and their best practice examples to fast track learning.



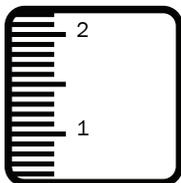
8 Work More Closely With HR on Talent

It's easy to say "recruit more digital talent" – but the opportunities for young digital practitioners have never been greater – with job opportunities on the agency side, in large ad tech firms, taking small equity in one of the thousands of startups annually, or even more technically savvy marketing firms. You need to build a consistent HR message, reach out to the right universities and recruiting areas, and build a profile for your firm. The best example of this is Nike – now a first choice for technically savvy marketers looking to expand their horizons.



9 Create Weekly Sharing Sessions

A week is a long time in digital. Foster the talent within your own team to drive weekly sessions from them on their own work, as well as internal stakeholders, from vendors, and other sources. Just creating the environment will drive great discussion, debate and work towards a common language for the future.



10 Build in Measurement Everywhere

You can't move what you cannot measure – and you need realistic and intelligent measurement systems in place at every level. In China, R3 manages an ongoing digital engagement research study for marketers, benchmarking digital awareness, involvement and engagement. In other countries, we help with benchmarking, tracking and research on how to better measure this work. Without measurement, you won't be able to have the C-Suite discussions you need for more investment and better results.

COMMENTARY :

Good Marketing Needs Good Procurement Support

By Tom Denford, Chief Strategy Officer—ID Comms

Listen carefully... do you hear the faint sound of victorious agencies cheering? Around the world, Pepsi's media and advertising agencies are probably celebrating after the news that the drinks giant is cutting procurement support for its marketing operations.

The news that Pepsi is ditching its procurement department and handing the responsibility back to marketing might sound like good news to agencies but be careful what you wish for.

Whilst a small proportion of procurement departments – we'd estimate up to a quarter that we deal with – are still heavily focused on cutting costs from marketing spends, the vast majority (at least 75%) are now more focused on supporting and partnering with marketing to deliver top line growth.

Based on our experience of dealing with some of the world's biggest advertisers, we estimate that more than half of these now have marketing and procurement teams who recognize the need to be aligned and work together to deliver company goals. Yes they still have some tension and different approaches and technical language but the culture of collaboration now largely exists.

The truth is that procurement properly applied brings great benefits to marketing and can hold media agencies accountable to perform their very best.

Central to these gains is a good relationship between marketing and procurement – that's vitally important. Where it works best, procurement provides invaluable skills in diligence and discipline. Marketing benefits immeasurably when procurement can rationalize agency

rosters to make them more manageable and reduce resource duplication, ensuring a clear scope of work is in place and designing the right incentive payments for agencies that hold them to account for performance.

Procurement typically puts in place the processes that require agencies to apply due diligence to their accounts, while also building transparency as well as better financial management of the huge sums that flow through most media agencies today.

It's certainly true that sometimes procurement may have focused too much on reducing cost from these activities, which in turn may have damaged the quality of work that marketing (and the agencies they worked with) were able to deliver.

Looking in from the outside it's possible that either Pepsi simply couldn't make this work and decided to give up on marketing procurement or the company made an interesting strategic decision that suggests that procurement had too much influence and it wants to empower marketing with more control over agency relationships.

There is certainly room for improvement in many other companies. Marketing needs procurement but it may be more appropriate in some cases for marketing procurement to report to the CMO not the CPO. As the approach required in procuring marketing services is so nuanced, so it follows that specialist skills are required of those in procurement to understand the complex value equation.

Of course, there is a problem when procurement and marketing take a very different approach and the

procurement function simply sees its role as cutting costs in spend, creating a distracting tension from marketing focused on growth.

The clash of cultures between an organization focused on growth – the marketing department – and an organization focused on savings – the procurement team – will, of course, lead to direct conflict, stagnation and poor decision making.

The result of that approach is that marketers may be forced to work with poor quality talent, with fewer resources and restricted access to innovation. Only agencies that are willing to work at the cheapest possible prices while cutting resources to the bone can possibly satisfy such demands.

Media is a particularly complex landscape, not easy to navigate for most marketers. They may have gaps in their knowledge and lack the controls they need to manage their agencies productively. This is where a well skilled and disciplined procurement colleague can be invaluable to the ambitious marketer.

Marketing and procurement leaders looking to find better ways of working together should consider the following best practice media governance:

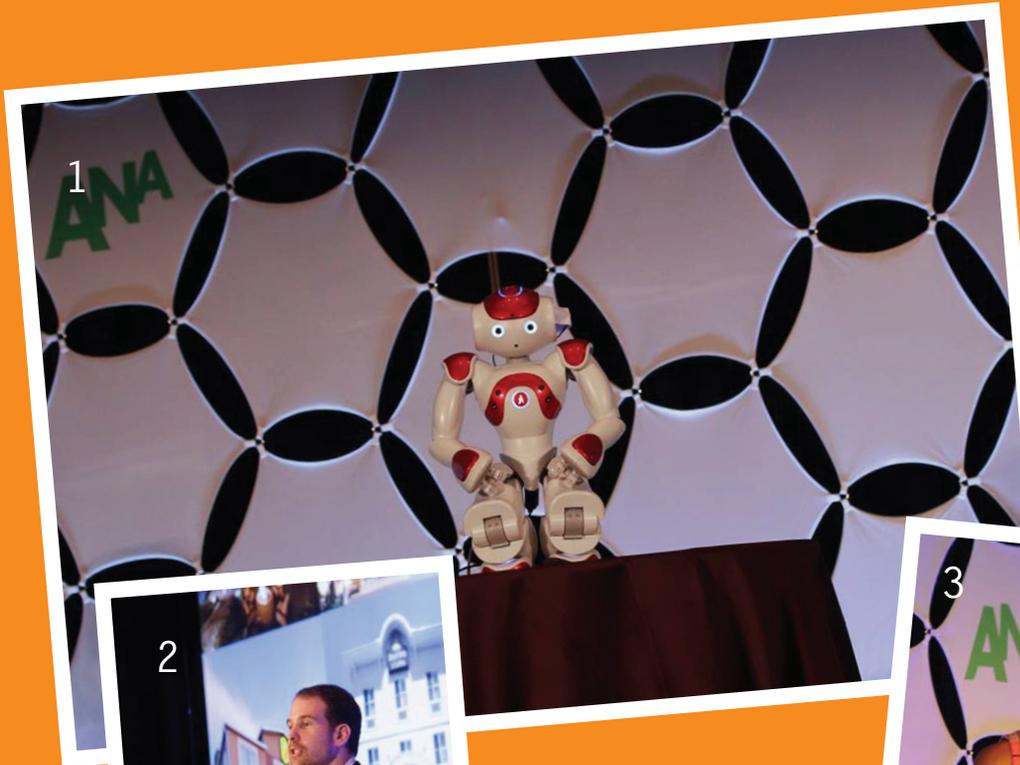
1. Create a formal internal media community, which provides a forum for marketing and procurement to be better aligned. In our experience, to work well this needs a mandate and a budget to be successful.
2. Make clear delineation of responsibilities, so that marketing and procurement know exactly the scope of their individual interactions with their agency roster.
3. Work together to solve and align any tensions higher up in the company. Often day-to-day tensions between marketing and procurement are symptoms of a CMO and CPO who are

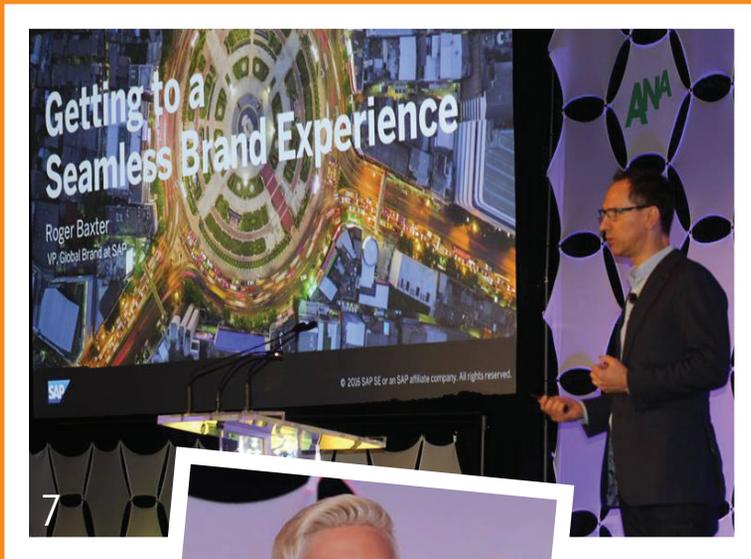
not aligned to the same company strategy, one chasing a growth agenda with the other chasing an efficiency agenda. If this can be aligned, it may solve tensions all the way down the organization.

A procurement client of ours often says “marketers are the rock stars, procurement are the roadies” which I always thought was a nice analogy; setting everything up technically to allow the marketers to do their best work. They both need each other to produce the best result, but must have clearly defined roles.

Finally, the ANA recently polled their members in the US to ask about the impact of the Pepsi announcement , 68% suggested this was not going to be a trend of brands eliminating marketing procurement. They also cited the following reasons:

- There’s value in procurement acting as a neutral third party.
- Marketing/brand teams do not have the skill sets of marketing procurement. Procurement has expertise in areas including negotiation, contracting, supplier management, and risk management.
- If marketing was required to do the work of procurement, it would be time-consuming and distracting. Procurement allows marketers to focus on marketing. If marketing teams are responsible for procurement, they risk becoming less effective.
- Procurement provides a centralized function for coordination of supplier management and the resulting efficiencies.
- Procurement can work with agencies and other key suppliers and play “tough” if need be. Meanwhile, that’s harder for marketers to do given their ongoing day-to-day relationships, especially with agencies.





BRAND MASTERS GATHER IN HOLLYWOOD (FLORIDA)

The ANA's 4th Annual Brand Masters Conference showcased expertise, innovation and camaraderie as marketers shared their experiences, insights and problem-solving strategies over two days in Florida. Roger Adams, Senior Vice President/Chief Marketing Officer of USAA and ANA's Brand Management Committee Chair, served as the conference host again this year.

Pictured left to right:

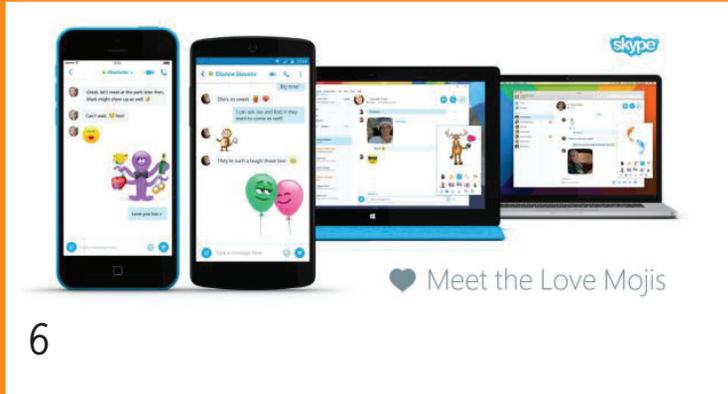
- 1 Nao, (pronounced Now), the robot from SoftBank who accompanied Jon Iwata, IBM's Senior Vice President of Marketing and Communications, as he shared a vision for the Cognitive Era and how it will transform our understanding of individual customers.
- 2 Noah Brodsky, Senior Vice President of Worldwide Loyalty and Engagement at Wyndham Hotel Group discussed how innovation and simplicity drive loyalty
- 3 Jerri DeVard, ADT's SVP and Chief Marketing Officer shared the story of the company's remarkable transformation with marketing leading the way forward.
- 4 Lizette Williams, Multicultural Marketing Leader-North America and John Cayer, Vice President, Global Marketing, both of Kimberly-Clark Corporation, talk with USAA's Roger Adams about the company's new strategy for marketing in a multicultural America.
- 5 Ann Glover, CMO of Voya Financial outlined how the newly-formed company established a name, an identity, and brand awareness in a crowded financial services marketplace by changing the way America thinks about retirement.
- 6 Manish Shrivastava, Chief Marketing Officer at Pulte Homes discussed a consumer journey designed to both innovate and differentiate in the highly-emotional purchase decision of buying a home.
- 7 Roger Baxter, Vice President of Global Brand at SAP talked about SAP's vision is to help the world run better and improve people's lives as the company unifies brands to create a seamless customer experience.
- 8 Amanda Brinkman, Chief Brand and Communications Officer at Deluxe Corporation also discussed brand transformation as she worked to turn around a 100-year-old brand through a small business revolution.
- 9 Lee Applbaum, Global CMO for Patrón Spirit, talked frankly about brand authenticity and strong digital program to connect with consumers' emerging interests.
- 10 Amanda Hill, North America Regional Brand Director at Procter & Gamble shared insights about the Always #LikeAGirl initiative with Brand Masters host, Roger Adams.



Red Peak, where creativity, design and strategy meet to transform brands, offers weekly doses of inspiration. We've put together a number of examples here from their weekly newsletter—to surprise and delight!

Pictured left to right:

- 1 Adventure-deprived Jeeps can now enjoy a luxurious mud mask treatment to get that off-road feel – without going off the roads.
- 2 A his scissor innovation could change arts and crafts forever.
- 3 New York's Metropolitan Museum of Art is quietly releasing a new logo to replace its iconic "M" symbol, which has been in use since 1971.
- 4 Got a sweetheart who prefers savory? This Valentine's Day, Doritos is on it: Doritos Ketchup Roses to the rescue. (Sorry, only in Canada).
- 5 Look ma, no hands! Hong Kong-based Anicorn has released a watch that functions without traditional watch hands to tell the time.
- 6 Sir Paul McCartney has collaborated with Skype to launch a set of "Love Mojis", a Skype-specific animated emoji set that feature audio along with the visual. Each Moji is accompanied by a musical expression of that emotion, composed by Sir Paul.



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