

# the internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

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winter

new rules of engagement:  
navigating today's  
digital world

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Microsoft provides the New Rules of Engagement

**Alan Rutherford**, CEO Global, DIGITAS

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**Andrew Swinand**, President of global operations, Starcom MediaVest Group

**Gerd Leonhard**, Futurist/author, Mediafuturist.com

**Max Raven**, Senior Vice President of Advertising Sales, CNN International.

**Dan Mintz**, Founder/chief creative officer, DMG (Dynamic Marketing Group)



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## Reputation and Innovation—Two Key Words for Marketing Moving Forward

Jeffrey R. Immelt, Chairman and Chief Executive Officer of GE, was honored by the Ad Council in New York on November 20th. In a spontaneous 7-minute speech acknowledging his award, he captured both the essence of these times and the spirit of marketing at its best. The full address appears in our Frontlines section; however, two of Mr. Immelt's words should regularly be on our minds right now: *reputation and innovation*.

According to Jeffrey Immelt, we should march into the offices of our CMOs and CEOs today and explain that marketing budgets cannot be cut. Why? Two words ring loud and clear: "reputation and innovation."

*"We are at war to protect our own reputations in the corporate world. The people in society feel like we've let them down. A blogger tomorrow can write whatever they want without any guidance at all, and it can hurt our stock price. If you are not willing to fight for your own reputation, why should anyone work for you, why should anyone buy from you, why should anyone invest in you?"*

*The innovators and the creative types, the people that push the boundaries — YOU [the marketers] need to be the people to lead us out of this. Right now, the cynics are winning. The pessimists are winning. ... But this is a time to deliver hope back in our organizations, to protect our*

reputations, but more importantly, to redouble our efforts to be innovators and technologists and together solve some of the world's toughest problems."

Jeffrey Immelt's words also echo those of Tim Love, Omnicom's Vice Chairman who contributed his Advertising Manifesto to The Internationalist's last issue. Love underscored how innovation can overcome fear.

Interestingly, while I was in Japan in November at the first Asia-Pacific Digital Publishing conference by FIPP and the Japan Magazine Association, I heard another sensible reminder. Marcel Fenex, PriceWaterhouseCooper's Global Managing Partner for the Entertainment & Media Practice, based in Hong Kong, discussed the media outlook in our digital age.

Fenex mentioned that "we often overestimate change in the short run, and underestimate it the long run." He specifically was discussing metrics in regard to transformations in media and demographics. Nonetheless, I think his statement can be applied to more balanced view of these times. Perhaps we are simply moving toward an Age of Responsibility ... a concept that marketing has pioneered for some time now.

Deborah Malone, *publisher*



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# Jeffrey Immelt, CEO of GE, Urges Marketing Innovation at Ad Council Gala



*Jeffrey R. Immelt, Chairman and Chief Executive Officer of GE, was honored by the Ad Council in New York on November 20th by receiving the 55th Annual Public Service Award during the association's largest fundraising event. Despite a spectacular evening at the Waldorf-Astoria that featured an opening program with American Idol winner, Fantasia, and the Brooklyn Youth Choir, along with NBC Nightly News anchor Brian Williams as Master of Ceremonies, Mr. Immelt stole the show.*

*In a spontaneous 7-minute speech acknowledging his award to an audience of over 1000 prominent members of the media, advertising and corporate communities, he captured both the essence of these times and the spirit of marketing at its best. Jeff Immelt's words inspired the crowd as much as the award-winning public service advertising (PSA) campaigns moved them.*

## His unscripted remarks follow:

Tomorrow in probably a thousand conference rooms around the United States and around the world your budgets are being cut. The world is tough. It's probably, in the 30 years I've been in business, the toughest environment that I've seen. It's the combination of a typical cycle, of which I've seen many, that's met with just abject fear. People don't understand what's going on. People are afraid. There's a vacuum of guidance right now, and it has just created paralysis.

But I would give you two things, if you're in the advertising, the marketing, the image business — as most of you are, in this room tonight — two things to think about to really go into your boss — your CEO's office — and say, 'You're crazy to cut that budget right now.' **It's REPUTATION, and it's INNOVATION.**

We are at war to protect our own reputations in the corporate world. The people in society feel like we've let them down. A blogger tomorrow morning can write whatever they want without any guidance at all, and it can hurt our stock price. If you are not willing to fight for your own reputation, why should anyone work for you, why should anyone buy from you, why should anyone invest in you? Our reputation is of a 125-year old company. And we all know what that means.

We're going to get through this. It is up to those of us in leadership to roll up our shirt sleeves and fight for our own good name, no matter how tough it is. And that's what we'll do. That's where advertisers and marketers are not an added expense. You are a critical part of what makes our companies what they are.

There is going to be a future. And we want to build during this time to protect our future. Many people want to think there are 10 guys down on Wall Street that created this whole mess. Everyone in this country has a piece of it. We live in a country where research & development spending has declined every year for the last 25 years. We live in a country where people don't spend time to innovate sufficiently. And we've gotten to where we've gotten, because all of us have a piece of it.

If we don't look at this as a cycle, [it is] a fundamental resetting of what it means to be business in this society. It means you have to innovate, it means you have to use your employees' brains to solve big social problems. It means you can dream again, use technology, and value technology again. Then, we will come out a better place than we went in.

The innovators and the creative types, the people that push the boundaries — **YOU** need to be the people to lead us out of this. Right now, the cynics are winning. The pessimists are winning. And I don't think we can be unrealistic about what's going on. It's serious.

But this is a time to deliver hope back in our organizations, to protect our reputations, but more importantly, to redouble our efforts to be innovators and technologists and together solve some of the world's toughest problems. So, if you folks [the creative marketers in the room] are dour, then we're all in tough shape. This has got to come out of this with real hope with real power, real strength.

*Jeffrey R. Immelt, Chairman and Chief Executive Officer of GE November 20, 2008 in New York.*

# Message from a Marketing Rock Star:

## Jim Stengel's Five Lessons Learned in Marketing, Branding & Life

Procter & Gamble's Jim Stengel can certainly be described as a *Rock Star* of contemporary marketing. He surprised the industry this summer by announcing his early retirement from the packaged goods giant at a time that many considered to be the peak of his career. However, Stengel's next chapter not only promises to be exciting, but particularly meaningful as he embarks on a life of teaching, writing and bringing the true notion of "purpose" to marketing. His book *Packaged Good* is due to appear shortly and he'll work with Roy Spence, founder of Omnicom Group's GSD&M Idea City, who plans to launch The Purpose Institute in Austin, Texas.



With a wonderful note of humor, he chose to introduce his farewell tribute at the ANA Annual Convention in October with a spoof of Wieden & Kennedy's "Rock Star" campaign for Old Spice. The Jim-as-pitchman commercial — got lots of laughs, but he soon turned the opportunity to a triumph of substance over style by reminding us of how great marketing builds meaningful connections with consumers. According to Jim Stengel, "simpler is generally better, but often simpler is also more profound."

He shared with a sold-out ANA audience his "Five Lessons Learned in Marketing, Branding and Life." By applying life lessons to marketing, Jim Stengel passionately believes that a company can develop stronger leaders, more involved people and better brands. In fact, he is staking the second chapter of his career on it.

### Lesson 1: PEOPLE

Put people first. Stengel cited a lesson that P&G

learned from British Food Retailer, Tesco: "Treat your people like you would like your customers to be treated." In his estimation, without the people behind the brands, brands do not succeed at all. Results happen when people are inspired. R.R. Dupree, P&G's Chairman after World War II, put it another way: "If you take away all of our brands, the manufacturing process, the offices and all of our marketing, but left our people, we would build it all back in 10 years."

### Lesson 2: HEART & MIND

According to Stengel, this lesson is not an either/or equation; "good marketing

has to be about engaging both heart and mind." The best attributes of personal relationships — trust, respect, honesty, passion, generosity and humor — are also metaphors for great marketing. And great brands bring personal relationships to life. He cited the relationship that the Apple brand, for example, has with its devotees; it captures both heart and mind. Although these may be "soft" attributes, Stengel is convinced that for P&G to build 140 brands in 300 countries, their equity stems from heart and mind.

### Lesson 3: RESULTS

Marketing has become "short-term and tactical, rather than focused on building a brand over the long term. It is why many CFOs do not value

marketing," according to Stengel. "We focus on a bustle of activities, not a few things that drive brands. If you only look at sales figures and ignore measures of brand health, you're short sighted."

For him, balancing business, brands, and people is how a company succeeds. An annual performance review should begin with: 1.) How the business is doing, how it is building sales and profitability? 2.) How is the brand doing? Have we strengthened the brand activity? 3.) How can we measure the growth of our people?

"You won't grow until you can show advances in all three categories. And, as an industry, we're not there," emphasizes Stengel.

### Lesson 4: CREATIVITY

It has long been felt that ad agencies are right-brain thinkers; while clients are left-brained. According to Stengel, "We need to become

more whole brained about solving problems and meeting challenges. No great company gets to the top without creativity. It is time to allow more creativity to flow to create better brands."

Citing Daniel Pink's book, *A Whole, New Mind*, Stengel believes that creative, right-brain thinking will increasingly define who flourishes and who flounders. As a result, he states that the industry has made the wrong decision about agency compensation fees. According to Stengel, "both agencies and clients have to move brands ahead together." He feels that Procter & Gamble would not have been named the 2008 Advertiser of the Year at Cannes, if had not gotten all of its agencies in room together so that they could bring to life P&G preference and capabilities.

### Lesson 5: PURPOSE

Jim Stengel believes that "A purpose changes everything. Putting a purpose behind your brand is the only way to grow brands favorably." A purpose works to a higher ideal. And it has to be authentic to consumers and employees as well. Once you understand what you're about, everything emanates from there. It's business that makes life better.

A purpose inspires motivation and inspiration for a brand. Jim Stengel concluded by saying, "Make a personal commitment to bring purpose to life in your organization. We could do so much more. And we can lift up our industry together. The power is in a million movements together, not one, two, three, or ten."



# CA's Mike Paradiso Offers a Top 10 List for Building Integrated Media Plans



Mike Paradiso offered his observations from 15 years in the media industry at an October IAA lunch in New York. His agenda was “not quite a Top 10 List” for building integrated media plans for content providers and agencies. CA is global company with a broad business-to-business marketing approach that includes some key vertical markets like

financial and government. Their media consists of global TV and print, microsites and sports sponsorship.

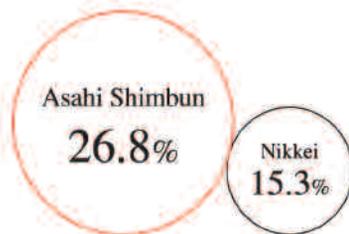
1. **Budget Cuts are Inevitable.** Make the most of these times when they occur. Be creative; “don’t slash and burn.” Think smaller space or shorter flights. Keep campaign efforts, but think how you can adapt to add greater value to both short and long-term business goals. If the financial department doesn’t understand brand essence, then the marketing department must convince them of its tie to overall business.
2. **Have a Plan for the Media Plan.** A media plan needs to tie to overall business objectives not just ad objectives. It is key to socialize internally for success. There are vested interests in finance and sales to insure that advertising works.
3. **The Industry Changes — Fundamentals Don’t.** The changes in media have been unparalleled in the last five years. Don’t let them influence your approach to fundamentals. Be clear about how you communicate objectives and goals to your target audience. Understand what to measure in order to measure success.
4. **Integrated Media = Customer-Centric Media.** Given today’s fragmentation, many marketers find it difficult to align a brand across properties and platforms. The route to the customer should be a single focus through all communications channels. Our industry needs to be more accountable for how budgets are distributed across organizations in a global, integrated marketing environment. And all marketing must be tied to sales for maximum impact.
5. **Developing a Marketing Positioning a Statement in 50 Markets is Easy:** Getting Local Buy-in is Not. You need local input upfront and should allow 6 months for local buy-in, discussion and adaptation before making plans final. The best formula for a b-to-b focused technology company like CA is 80% centralized strategy and 20% local.
6. **Print isn’t Dead; It Just Needs to Evolve.** Many print publishers are embracing new technologies; however, there may now be a need for an industry consortium need to help move new standards forward.
7. **Consideration of the Low Barriers to Entry, such as Search.** The dilemma today is trying to embrace the new without throwing away past successes. This doesn’t mean that you have to try every new media option, but it does imply that you need to evolve to keep up with your customer’s interests and media migrations. When you do test new media, be sure to learn from it and not just try it for the sake of being contemporary. Keep in mind that any new medium is only as good as the content behind it.
8. **Social Media.** Yes, this should be integrated in the overall marketing efforts, provided you can build trust. However, objectives should be clear and sometimes doing a little is better than doing too much. For example, a company “early adopter” should get articles on blogs. You can’t yet build a brand extensively on social media, but you can leverage it and sharpen its perception.
9. **Share your Professional Courtesy.** We are all in this industry together, and you never know when an email note or a personal contact can offer of a good idea. It makes sense to build relationships with all people in the business — media owners, content providers, associations, etc. It generally leads to a win-win-win scenario.
10. **Training and Education.** Marketing education is becoming a lost art. It’s a small industry. It never hurts to refresh our understanding of fundamentals and good examples of what works, and what doesn’t — whether its through trade shows, webcasts, seminars or articles.

# Power Breakfast, Japanese Style

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## Dentsu's Significant U.S. Acquisition

Tokyo-based Dentsu Inc., one of the world's largest ad agencies, is well known for its long-standing relationships with Japanese clients. The 107-year old company also holds the largest share of the Japanese market with billings that more than double its nearest competitor. Japan remains the second largest ad market in the world, following in size behind the U.S.

Dentsu Inc. announced in late November that its U.S. Holding company acquired 100% of McGarry Bowan, a 6-year-old New York-based independent agency with \$51 million in revenue. Although the move is expected to have only minimal impact on Dentsu's earnings, it is significant nonetheless. It demonstrates Dentsu's seriousness in diversifying its client base in the U.S. beyond Japanese corporations. McGarry Bowan's current client roster includes Chevron, Crayola, Disney, HP, InBev, JPMorgan Chase, Kraft, Marriott, Pfizer, Reebok, and *The Wall Street Journal*.

McGarry Bowan's CEO, John McGarry, is also known for forging long-lasting client relationships. Prior to starting the company in 2002 with Gordon Bowen, as Chief Creative Officer and Stewart Owen as Chief Strategic Officer, he worked at Young & Rubicam. All three executives will continue in their roles, and McGarry will report to Tim Andree, Dentsu America's President & CEO.

Mr. Andree had been a former Dentsu client during his tenures at both Canon and Toyota. He joined the agency just two years ago to become the company's first American chief executive. In that short time, he has been aggressive in championing the need for a broader U.S. presence for the agency.

This is Dentsu's second U.S. purchase in the last 13 months. Last year, the company acquired Attik, a San Francisco-based digital design company. Will Travis, Attik's President is now in a senior Business Development role at Dentsu Holdings USA, Inc., also reporting to Tim Andree.

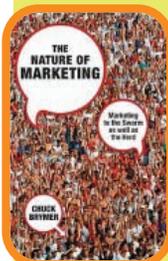
### Brymer Explains the Nature of Marketing

DDB's CEO Chuck Brymer is a pioneer in understanding the effects that social networking can have on brands. He has given powerful addresses at major industry forums like the ANA Annual Meeting and the IAA World Congress which have demonstrated how consumers and their opinions can coalesce to form critical forces that massively influence marketplace ideas and concepts.

His concept of the "Swarm Theory" has unquestionably made our industry think differently about the trend toward communities. Brymer believes that as we elevate social networking to new levels and confirm the immense impact that consumers have on each another, marketers can form consumer brand "advocates" and drive brand loyalty and trust to new heights — if done responsibly.

Now his new book, *The Nature of Marketing: Marketing to the Swarm* as well as the *Herd*, published this November by Palgrave Macmillan, offers a more detailed look at digital communities. Full of excellent, contemporary examples and important considerations, Chuck Brymer truly puts forth "a new blueprint of a consumer-driven society."

INFO: <http://us.macmillan.com/thenatureofmarketing>



### Euronews launches Wall Street Live with FxPro.com

Although numerous financial advertisers have been shy about marketing in light of current economic news, some are working to rebuild reputations battered by market uncertainty in order to grow market share. One such example is Cyprus-based FxPro.com, a licensed financial services company in the European Community that offers Forex currency trading tools and research.

FxPro.com worked with the euronews' editorial team and "Creative Solutions" department to create Wall Street Live, a daily programme showing the opening and closing figures from the NYSE. According to FxPro.com's Head of Marketing, Ilya Holeu, "We at FxPro.com, together with euronews, developed this unique sponsorship opportunity for broadcasting on the channel, to attract the right audience and maximize awareness of our brand across the European and global markets. FxPro.com's client base stretches to more than 100 countries around the world".

Olivier de Montchenu, euronews sales Managing Director added: "euronews has found the ideal formula for its sponsor, FxPro.com, to reach the finance and market sectors where euronews already shows strong leadership."





# GLOBETROTTERS

from the blackberry of deborah malone



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!

TO SUBMIT TO GLOBETROTTERS, EMAIL: [deborah.malone@internationalistmagazine.com](mailto:deborah.malone@internationalistmagazine.com)

## NINJA — NEWEST JAPAN CORPORATE ENTERTAINMENT

► I was recently in Tokyo and met some industry colleagues for dinner in the busy Akasaka area near the The New Otani and the Akasaka Prince Hotels. They suggested we dine up at Ninja, a new spot for me.

The restaurant was hard to find — it seemed intentionally hidden — with just a small sign illuminated by torches. We entered and were welcomed by Ninja-costumed hostesses in a small, dark room with no obvious doors. After the hostess yelled out a command, a secret door slid open, and we were guided to our table (by Ninja, of course) through dark passageways, mazes and literally over drawbridges and through waterfalls. My jet-lagged imagination was convinced that I had somehow landed in Tokyo to partake in a Disney-esque version of feudal Japan's martial arts warrior training camp.

The menus, written on scrolls, were unfurled from the belt of a Ninja server, who was wonderfully multi-lingual. Somehow swords are also part of the experience, as pictured here. (In our case, they were used for dividing the group sushi plate instead of neatly slicing off



heads in accordance with 15th century tradition.) Honestly, it is hard not to join in on the Ninja fun and be fascinated by the lure of these stealthy assassins and guards of the ancient Shogun. In fact, can you guess the industry executive pictured here? It's

**Yosh Ikegami** of *The Yomiuri*

*Shimbun* — now back in Tokyo after spending 5 years in London.

(CONTACT: [ikegor128@yomiuri.com](mailto:ikegor128@yomiuri.com))

Such theme restaurants now have become both tourist attractions and hot spots for Japanese corporate entertaining, especially when international guests are in town. They can be lots of fun, but just be sure to consider low-heeled shoes and a flashlight.

## KRASELSKY TO ESPN INTERNATIONAL; FOX TO A NEW ROLE

► **Lynn Kraselsky's** back in New York and she's excited. After living in some of the world's top cities—

London, Hong Kong, and Los Angeles, she's delighted to be back in the media

capital with a new role as Senior Vice President of Sales for ESPN International. It's a role for which she's particularly suited. Her international TV sales career certainly has spanned the globe, including key roles for CNN Latin American; for CNN, TNT and Cartoon Network Asia-Pacific; and for the Turner networks for Southern Europe, Middle East and Africa. Most recently, Lynn was East Coast VP for Reactrix, the interactive national digital out-of-home media network.

She will be responsible for the day-to-day management of all of ESPN's International Advertising and Sponsorship Sales and will oversee the channel's wholly owned, international multimedia platforms — TV, Radio, Internet, Mobile, Broadband, Magazines, and Events. Plus, Lynn will

work closely with ESPN's joint venture entities around the world — ESPN STAR Sports and CTV Specialty (TSN and RDS). **Mike Fox**, the



well-known ESPN International veteran, will also take on a new position in the global organization. He will champion a newly-developed division for International Advertising Sales Operations, Planning and Administration in a Vice-President role.

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[mike.fox@espn.com](mailto:mike.fox@espn.com)

**BIG CHANGES FOR CNN'S**





**MCVEIGH**

► **Kate McVeigh** has certainly reached a defining moment of her life. She has moved from London to New York to run CNN's U.S.-based International sales operation, which has included 11 new hires. (Erik Fidel in Chicago, part of

Kate's team, is also beefing up his Midwest staff by adding 4 people.) And Kate is expecting—any day now—to give birth to her baby. And in the midst finding a new home, a new obstetrician and the appropriate visas for her husband, she hosted a wonderful evening at the CNN New York Studios to watch the U.S. Election results. SEE PHOTOS on LEFT....

In fact, on that memorable election night, when the world watched Barack Obama win the U.S. Presidency, CNN made some of its own history. According to Nielsen research, more people watched CNN that night than any other TV network in the U.S. Plus, CNN.com had its biggest audience day in history, and became the #1 ranked site in the Current Events and Global News category.

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**DUBUQUOY TO DIGITAL**

► **Antoine Dubuquoy**, who many recall from his most recent international role at Le Monde, has made the leap to the digital realm.

(An easy leap for him — as many are familiar with his marketing blog.) Still based in his native France, Antoine's working to develop the local office of IGA Worldwide, a New York-headquartered company which is an independent leader of in-game advertising. (IGA also has offices in London, Berlin, and Los Angeles.) "It's an exciting new media," say Antoine, who is delighted to expand IGA's European operations.

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**CLAIRE LAROSA'S BIG MOVE TO XIPTO**

► **Claire LaRosa** built a lifelong career at the *New York Times*. She left her international role there in May, and



has now become involved with a new mobile advertising platform called Xipto. Launched just this September in Cincinnati in the U.S., Xipto technology enables cell phone subscribers to endorse brands and causes they love — and they are paid for doing so. According to Claire, "Cell phone subscribers become brand ambassadors by having an audio ad play each time a friend calls. They can pass on positive messages on behalf of the advertisers they choose."

Xipto founders, Nick Arauz and Anthony DiCio- (a former *New York Times* colleague of Claire's), are planning to expand nationally in the U.S. and throughout Europe in 2009. Claire admits, "I'm enjoying working in new media like mobile, and it's exciting being involved with a start-up. And, as you would imagine, I look forward to the day it launches internationally."

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**SALUP TO NEW YORK**

► **Marcelo Salup** a long-shining star in the Latin American Agency Universe with major career roles in Miami and within the region, has now relocated to New York.



He is now Director of Strategic Planning for Siboney USA, the Hispanic ad agency. Siboney has an interesting 50-year old history. It has actually founded in Havana, Cuba in 1953. In the 60's Siboney expanded to 8 countries in Latin America, and then came to the U.S. in 1983 — as the first ad agency to serve the country's growing Hispanic community.

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**WILSON IN INTERNATIONAL ROLE**

► **Jamie Wilson**, a familiar face in the U.K. media scene, has just taken on the new role of International Sales Director of MT, or *Management Today*, Haymarket's UK business title. I caught up with him at the IAA World Headquarter offices in New York during his most recent U.S. trip, and he's bullish about the assignment — despite the



market uncertainty. "In these times, there is a flight to quality, and we have continually delivered for our business readers."

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**BERTON MOVES BACK TO FRANCE FOR GERMAN MEDIA**



► **Olivier Berton**, most recently with Publicitas in New York, is returning home to France to create a new Paris sales office for Burda Media. Olivier will report to **Helena**

**Anwander-Ramolla**, Director of International Sales & Marketing, based at the company's Munich headquarters. The leading German Media Company — with key titles like *Focus*, *Bunte*, *Freundin* and *Burda Modemagazin* — publishes 262 magazines worldwide, with 74 titles in Germany and 188 abroad in collaboration with partners. Paris has increasingly become an important hub for advertising revenue; hence the move to a company-owned office.

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**PFEIFFER TO MIAMI FOR BBC**

► **Sheila Pfeiffer** has just relocated to Miami as part of the U.S. cross-platform sales team for BBC World News, BBC AMERICA and BBC.com. She has moved from a similar role in the BBC New York office. Originally from Austria, raised in Düsseldorf, and with a U.S. University education and 10 years in the media business, this is Sheila's first opportunity to live in Miami and work with the Latin American market. (She is now taking Spanish lessons.)



BBC AMERICA is available in all 212 U.S. TV markets penetrating over 60 million U.S. homes. BBC.com, the fifth largest U.S. online broadcast news site, recently introduced advertising

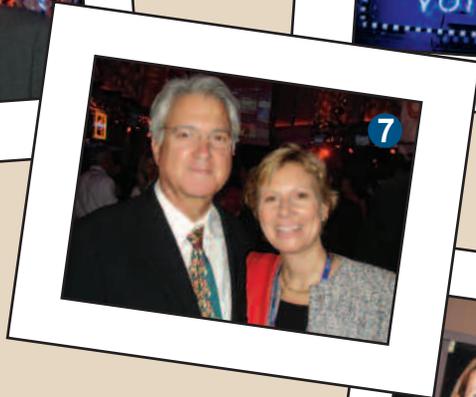
CONTACT: [Olivier.berton@burda.com](mailto:Olivier.berton@burda.com)



► International Graphic Press, **Carl Cullingford's** London-based media rep firm, recently celebrated 50 years of representing *Der Spiegel*. And although Carl himself cannot attest to taking the first order, marking such an anniversary does demonstrate an unusual level of commitment and loyalty on both sides of the partnership.

IGP celebrated by inviting guests to a special wine tasting event in the 350 year old wine cellar of the Stafford Hotel in St. James, central London where Gino, Master Sommelier presented 8 superb wines from around the world. After a blind tasting, guests were asked to guess the correct vintage. The winner was Peter Thompson, Media Director of Fidelity Investments who got every wine right and won a bottle of Pol Roger champagne.

# CNN Headline with a little title



► Eurosport hosted a VIP evening at Flushing Meadows at the US Open this August, in conjunction with their US media partner Petry International. The companies were joined by clients and guests from media and creative agencies for a fantastic evening of Tennis.

- ① Deirdre Bigley — IBM; Valentin Polyakov — Globalworks; ② Jennifer Mudrey — Dell, Guest of Matt Rayner; ③ Anne Liss Solomon — Mediacom, Thomas Russell — Mediacom; ④ Nicole Huang — MindShare, Christina Fotinelli — MEC, Allison Coley — MEC; ⑤ Esther Uhalte-Cisneros — MEC, Emma Siggins — Eurosport;
- ⑥ Ray Katz — OMD, Matt Rayner — Mediacom; ⑦ Nadal post match interview;
- ⑧ The view!

# new rules of engagement: navigating today's digital world

by JULIANA KORANTENG

As the end of 2008 approaches, the radical changes to the way media is distributed and consumed continue at a breathless pace.

Last year, Microsoft's head honcho Steve Ballmer said at a key industry conference that "all media will ultimately be created and delivered digitally."

This year, the world's two leading digital influencers Microsoft and its bitter rival Google are already promising one day to offer Joe and Jane Public a new concept: "cloud computing."

This effectively eliminates the need for a hard disc on your home computer or laptop. It enables consumers to store, keep and maintain all their content, from photos to videos via music tracks, on the Internet.

Advertisers are keen to understand how these new developments can help them embed their brand messages on consumers' consciousness.

Digital media's ability to track and measure consumers' usage is alluring. It explains ZenithOptimedia's prediction that by 2010, expenditure on Internet-related advertising will account for nearly 14% of the global total and outstrip the spend on radio, magazine, outdoor or cinema.

"At a time when ad budgets are under pressure, the Internet has the advantage over traditional media that it provides better levels of measurability," ZenithOptimedia says.

Be it by offering unique and entertaining content freely, using search technology aggressively, embracing social-media wholeheartedly, exploiting widgets on bloggers' pages subtly, or by adopting online ad networks imaginatively, international marketers are demanding accountability.

Digital offers richness in information management, communication delivery, on-demand metrics and portability.

But in a world where terms like "optimized," "performance-based," "sales-enabled," and "engagement intensity" are the buzz words, how do we re-define the most basic concepts of today's content and media?

To find out, The Internationalist invites high-profile international media and marketing decision-makers to share their views on what they believe are the "Media Influencers" of today.

The roll-call of experts contributing are Digitas' Alan Rutherford; Rob Norman at GroupM; Andrew Swinand at Starcom MediaVest Group;

Zenith Media's Malcolm Hanlon; Beijing-based Dan Mintz at China specialist DMG; Jules Robinson at Viacom Brand Solutions International; Max Raven, of CNN International; Brussels-based international legal eagle David Wood; Peter Flett at international-marketing agency Freedman International; and Switzerland-based media maverick Gerd Leonhard, the media futurist.

Here is what they  
have to say. >>

# The New Rules of Engagement

If our industry could vote on just two words that have reshaped contemporary marketing, there's little question that both "engagement" and "ROI" would be among the top choices. Now Microsoft has indelibly linked the two with their new reporting standard for digital campaign performance, called Engagement Mapping, which is geared toward determining a return-on-investment metric for engagement.

Online measurement is not new; in fact, it has played a pivotal role in revolutionizing our initial concepts of linking marketing with accountability. For the last decade, all third-party campaign reporting methods have related sales, leads and web traffic to ad exposure — right through to the "last click," a concept now considered outdated by many web experts. Focusing primarily on the "last ad clicked" and crediting that one action with influencing sales can be misleading as it ignores prior experiences with other online marketing messages. Engagement Mapping differs from past measurement approaches by accounting for and evaluating the many online interactions a consumer experiences before an eventual sale. It

assigns a measurable value to a consumer's relationship with ads and thereby offers a more complex, and arguably more complete, portrait of online behavior.

This Microsoft reporting tool, available within the Atlas Media Console, takes into account how numerous ad exposure factors can affect a purchase. Measured on a real-time basis, Engagement Mapping considers various message sizes and formats — display, rich media, video or search, as well as frequency, recency and types of exposure — seen multiple times on multiple sites and across many channels. The goal is to provide greater insight into managing campaigns that can better lead to sales.

"All Atlas clients now have the ability to use Engagement ROI, which provides a realistic and holistic view of how each ad exposure throughout a media campaign influenced eventual conversions or sales," said Young-Bean Song, senior director, Atlas Institute, Microsoft Advertising. "As digital marketing campaigns grow more complex, marketers need tools such as Engagement Mapping that

validate and maximize online spending beyond the 'last ad.' "

The Atlas Institute, a think tank of senior marketing analysts, also released the latest in a series of studies on Engagement Mapping titled "Measuring ROI Beyond the Last Ad." The research was based on campaigns across 1,000 sites and sales or registrations from 500 advertisers, which compared conversions based on the Engagement Mapping model with the results from a standard "last ad" model.

The results indicated that when advertisers or agencies use Engagement Mapping, vertical niche sites and ad networks that are typically underrepresented by the "last ad" method gain credit for conversions with a median improvement of 1 percent and 5 percent, respectively. Consequently, affiliate networks and search, the advertising channels that typically appear near the bottom of the sales funnel, lose conversion credit under Engagement Mapping with the median search buy receiving 7 percent less credit.



**Alan Rutherford,**  
CEO Global.  
DIGITAS

For Alan Rutherford, the London-based CEO global of Digitas, the international interactive agency, digital media is transforming the way consumers interact with each other and with brands.

As they adapt to new digital-media technologies, from search engines to the emerging digital-only TV broadcast services, consumers can access information in real time.

Here, Rutherford explains to **The Internationalist** why marketers and their agencies need to take note, if they are not to be left behind.

"Digital is a discipline that offers a whole range of opportunities. The creativity and its execution require a holistic 360-degree approach. Digital

media's rapid development has led to three key developments:

1. Information and social networks have brought people together to talk about their likes and dislikes, their needs and wants, and the brands that are embedded in their personal lives and their communities' lives. Brand owners, in turn, can use digital media to drive popular culture. For example, look at the way brands used the Internet to sponsor music entertainment.
2. In the area of search, people have access to information they never had before. Take healthcare, for example, search allows people to understand more about the drugs prescribed for treatment. Consequently, growth in health-related content is accelerating. Also, more than 70% of car buyers search online before they go to a car showroom. Before search became established, the average car buyer would visit five different showrooms before making a decision. Today, they need visit only two showrooms.
3. The rise in video within digital media is extraordinarily significant. These days, technology makes it possible for you to search and find top-quality TV-standard videos on your laptop. This gives people more control over how and when they view content.

Brands and their (marketing) agencies need to recognize that Web 2.0 is not an end in itself. In four years' time, it could be Web 6.0. We need to understand the consumer and their communications channel, to understand how they engage with brands.

Such skills are much more complex than ever before. So advertisers and their agencies must become more sophisticated about establishing their brand and marketing objectives, and use a whole range of communications channels to sell their message.

We're going to see a continuous development in technology, facilitating the transformation of both new and old media before our very eyes. Look at outdoor advertising, which has been totally renovated and innovated by digital technology. The number of TV channels is going to explode as the analog switch-off takes place around the world.

The whole search methodology and technology will apply to TV in the coming years. And before you know it, viewers will be asking for more information about the programs they are watching on the same TV screen."

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**Rob Norman,**  
CEO, GroupM  
Interaction

For GroupM's digital guru Rob Norman, there are three key areas of concern in navigating today's global online advertising world:

1. How can reach turn into engagement today? And then how can engagement be scaled so that it builds effective reach?
2. What is the right equilibrium between the short-term and long-term effects of marketing a brand online?
3. Where do advertisers and their brands find themselves in the media consumption patterns that are emerging?

"In a global advertising market, reach is important, yet it is difficult to establish reach with the kind of scale and speed needed to sell millions of units of any product by a certain date," Norman says. "Attention has fragmented, and although reach can actually be re-aggregated, turning reach into engagement is one of today's core media challenges. And not only do we have to figure out how to turn reach into engagement, we then need to scale that engagement into meaningful reach."

Reach and engagement are not the only related pairing to decipher; there is the short-term versus long-term online dilemma. Norman underscores its significance by establishing how great enterprises built around high-integrity and sustainability produce

brands that become the shorthand for product reliability, functionality, and performance.

"These brands," he says, "have become prominent through longer-term marketing strategies. However, the digital marketplace is now dominated by investments and conversations that yield short-term effects. Search, for example, is about facilitating the last click to a transaction. Although short-term accountability is highly desirable, we must better understand how to have a deeper focus on long-term effects for building big brands in a digital environment."

Rob Norman's third concern initially sounds like a simple issue. However, it challenges some of the fundamental assumptions of the Internet. He asks: "Where do advertisers and brands find themselves in the media consumption patterns that are emerging?" He suggests that most advertisers would agree that consumers are spending more time online, and recognize that devoting a bigger percentage of advertising expenditure to online activities makes sense.

Yet, he wonders what percentage of time spent in front of a screen involves content? "Advertising is a covert contract between advertisers, content creators, brands and consumers," Norman says. "I understand that I watch this for free, because there are ads in the breaks. With a premium pay-TV product like HBO, it is an overt contract; I pay for this, so there are no ads."

Such clear contracts, however, don't work so neatly online. "The Internet has changed the world by creating a perception that content and utilities are free. And the digital content world has significantly impacted both audience attention and expectation. That affects brand building."

Norman believes that the Internet economy needs to be funded by advertising — largely because no business can exist if it generates more expense than revenue. And Internet content companies and brands can win together. So far, short-term purchases are funded. We just have to find ways to make sure the online consumer stays engaged long enough to allow brands to drive sales — both long-term and short-term.

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“Today, the ‘Google’ of P&G and Unilever is Wal-Mart. The store is a marketplace that aggregates brands. Google, too, is such a marketplace. From a search point of view, Google is unique among ‘media owners’ in that every single of piece of inventory it sells is at its own risk. An advertiser buys actions, not exposure, and they don’t pay until someone engages.”

Online advertising affects retailers by driving sales. Why can't we put together a trading agreement where media owners share the risk? This would measure beyond clicks, it would engineer real relationships between brand owners and media owners.”

# Unmask Japan



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**Jules Robinson,**  
Senior vice president,  
Viacom Brand, Solutions  
International (EMEA)

“ Advertisers can reach the Golden-Youth audience through digital youth channels, which offer a deep and engaged audience who may have not been considered previously. ”

International marketers and advertisers are in danger of bypassing a significant and more relevant group of youthful consumers, if their perception of youth is still limited to teenagers, says London-based Jules Robinson at VBSI.

A subsidiary of media behemoth Viacom and sister company to music-video pioneer MTV Networks (which prompted advertisers to take note of the world’s increasingly empowered teenagers), VBSI published a survey in October that concluded the concept of youth is evolving.

The ‘Golden Age of Youth’\*\* survey finds that the best days in the lives of 21st century consumers are no longer restricted to their schooldays. The best times are had when you reach your twenties or thirties.

Covering 25,000 participants between 16 and 46 years old in 18 countries worldwide, the survey finds that “a distinct 25-34 year-old ‘Golden Youth’ stage are still actively and emotionally connected to youth culture.”

The study says this emerging Golden Youth are definitely digital-media savvy. But to communicate with them effectively, on a global scale, Robinson urges marketers to understand how digital tools can best grab their attention.

“Advertisers can reach the Golden-Youth audience through digital youth channels, which offer a deep and engaged audience who may have not been considered previously,” Robinson declares. “The challenge is how do brands with a more traditional marketing approach consider reaching a valuable and affluent audience within a Youth environment?”

He says that digital “messaging” will be the key for entering into these environments with credibility and the differentiation that distinguishes the younger groups of youth — Discovery (teenager years) — from the older groups of youth — Experimentation (late teens and early twenties).

To reach today’s Golden Youth via digital, four demographic segments are very important because different sites/applications/messages will resonate with each of them. The four are Threenagers;

Nostalgic Dreamers; Settled Achievers; and Ambitious Strivers.

“In terms of actual digital consumption, there are two key points on this,” Robinson adds. “We know that when it comes to online use, 25-34 year olds may be accessing similar media content but they do so for different reasons. Firstly, teens are looking to be entertained and to communicate with friends. On the other hand, 25-34’s are more interested in accessing online content that has a more practical/targeted use; they want to get something out of their time spent online.”

Despite cultural diversity worldwide, the survey learned that the Golden Youth in different regions have much in common.

Robinson explains: “It’s true to say that a 30-year-old is now more similar to fellow 30-year-olds around the world, than they are to a 20-year-old in their own country. Therefore, with a global tool like the Internet, they are able to access and use the same digital media.”

But differences should never be ignored, he advises. “For instance, only 15% of 25-34 year olds have a social-network profile in Poland. But in Brazil, where we know youth are the most likely to be influenced by the importance of image and fashion, 71% of 25-34’s have a social-network profile”

Other findings revealed that Japanese 25-34 year olds are the most likely to write blogs (33% compared with the 13% global average), but the least likely to use Instant Messaging (14% versus 55% global average) as we know they prefer to take time posting what they want to say online rather than having to respond quickly using a tool like IM.

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Note: \*\* The study was conducted by MTVNI sister company Viacom Brand Solutions International and two research partners, The Sound Research for the qualitative part of the project, and Hotspex for the quantitative survey.

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source: Synovate / EMS+C-EMS Summer 2008, 20 countries: 16 in Western Europe and 4 in Eastern Europe including Russia.

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**David Wood,**  
Legal advisor at ICOMP  
(Initiative For a Competitive  
Online Marketplace), and  
Brussels-based partner at  
legal firm Gibson, Dunn &  
Crutcher

“In a little over a decade, Google has fundamentally changed the way in which the Web is used. The company continues to grow its suite of online services — from the world’s largest photo album to the No. 1 destination for online video (YouTube), and it has ambitions to scan the world’s books and periodicals.”

International legal eagle David Wood believes Google, the pioneering search-engine operator, would not be the digital Goliath it is today without online advertising.

However, Wood argues, that had the go-ahead been given to the recently announced agreement between Google and erstwhile rival Yahoo!, it would have threatened the very online-advertising sector that turned both into household brand names.

In November, Google withdrew from the planned partnership with Yahoo! following antitrust probes by the U.S. Department of Justice, the European Commission and their counterparts at major media markets.

But even with the proposed pact now at an end, Wood insists the needs of the advertisers must come first, if online marketing is to have a legitimate future.

An advisor to ICOMP, an advocacy forum that promotes a transparent and competitive online marketplace, Wood writes:

“In a little over a decade, Google has fundamentally changed the way in which the Web is used. The company continues to grow its suite of online services — from the world’s largest photo album to the No. 1 destination for online video (YouTube), and it has ambitions to scan the world’s books and periodicals.

But what is the currency that is enabling Google to achieve such power? The answer is online advertising.

Online advertising is the rocket fuel that powers the Internet. In 2007, the European online advertising market was worth €11.2 billion and the U.S. online advertising market was worth €14.5 billion.[1] This is the money that advertisers pay to publishers and intermediaries to gain access to Web ‘eyeballs’. A large slice of this was spent on search advertising where Google has a market share of over 75% in the U.S., over 85% in the U.K. and over 95% in the rest of Europe.[2]

This incredible market share means Google has a huge influence over the Internet. But there has been a notable sea

change over the last few weeks in response to Google and Yahoo!’s proposed ad agreement.

Cries of monopoly, dominance and anti-competitive practices have rung out from Google’s own customers.

The two Internet giants had been working together to implement an arrangement under which Google would supply Yahoo! with search ads to supplement Yahoo!’s own. Google would get a big new customer for its ad-delivery service, while Yahoo! would get a new source of revenue (from an estimated \$800m).

Yet many advertisers and publishers believed that they will be the losers, if this deal and similar ones are allowed by the antitrust authorities to go ahead.

The reasons are easy to understand. The additional revenue has to come from somewhere and advertisers believe it will be out of their already shallower pockets. One recent report predicted that prices could rise by as much as 22%, a figure Google and Yahoo! were quick to refute, saying that advertisers themselves determine the price of ads via their mystery-shrouded system of auction-style bidding.

The American Consumer Institute said in a public statement: ‘Google’s dominance of online search and advertising has already reached a tipping point. If a Google/Yahoo! deal becomes business as usual, Google would have garnered nearly all of the search advertising market.’

Without doubt, the proposed Google-Yahoo! deal shone a light on Google’s growing dominance.

Google’s power and influence carry huge responsibilities and cannot continue unchecked. It must, therefore, develop the responsible practices in keeping with a large and influential company.”

**Contact: Dwood@gibsondunn.com**

Notes:

[1] [http://www.iabeurope.ws/Documents/IABEuropeOnlineAdvertisingMarket2007\\_020608.doc](http://www.iabeurope.ws/Documents/IABEuropeOnlineAdvertisingMarket2007_020608.doc);

[2] Efficient Frontier’s “US Search Engine Performance Report: Q2 2008

**The Internationalist** reported earlier this year that, according to a Booz Allen Hamilton — (now Booz & Company) — study, 52% of marketers surveyed said that media partners would be important to them by 2010.

We asked industry experts whether or not they agreed that these times are about the reinvention of brand building, which must reflect the technologically-driven, consumer-controlled, constantly changing marketing environment.

London-based Peter Flett certainly concurs. As client director at Freedman, the international marketing and global brand consultancy with clients that include Shell, Xerox, Virgin Atlantic and Hertz, Flett proclaims: “In fact, I would take it further and say that media partners are not going to be important to marketers, they are going to be the critical driver in the future of marketing”

He adds: “The basic rule 10 or even 15 years ago was that a consumer needed to see a brand message in three traditional media environments before they would really start to notice and engage with it.”

However, he declares, the international marketing message now “needs to be demonstrated through a multitude of environments” because of the growing diversity of media groups and consumers. This approach is effective and efficient for building brand awareness, and creating meaningful relationships with potential and existing customers, Flett says.

He continues: “Whether it be via the Web, email, newsfeeds or billboards, it is now crucial for marketers to work more closely with their media planners to ensure that every possible media channel is being utilized and embraced as an opportunity to get the brand message out there to consumers. With such a plethora of communication channels, marketers are also continuing to face the difficult challenge of ensuring brand consistency, so no wonder they are feeling the strain.”

Additionally, Flett observes that

“consumers are now spending the same amount of time online as they do in front of traditional media, therefore the Web must be considered as a critical part of an organization’s media strategy.”

The Internet, he points out, has a crucial advantage: it enables businesses to work in real-time and make some immediate tactical amendments according to their customers’ behaviors.

“Maximizing this opportunity will be dependent solely upon the speed in which an organization can implement its media campaigns within agreed, brand guidelines,” Flett says. “This is why more and more companies are starting to scrutinize their working relationships with creative agencies. It’s a well-known fact that agencies are good at many things, i.e. delivering engaging, creative work. But being able to implement into market at the speed required is not one of them.”

Flett can see international media owners, marketers and agencies undergoing changes triggered by the numerous digital-media platforms. Adjusting is crucial to future survival.

“Clients are realizing that creative and implementation work needs to be split and agencies, which specialize in delivering campaigns across any number of media channels, are fast becoming part of the norm. With the ability to streamline processes, these agencies are able to work at the speed required, whilst significantly reducing costs, 40% in some instances – benefits that organizations surely can’t ignore in the current economic climate.”

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**Peter Flett,**  
Client director,  
Freedman International

“ The international marketing message now “needs to be demonstrated through a multitude of environments” because of the growing diversity of media groups and consumers. ”



**Andrew Swinand,**  
President of global  
operations,  
Starcom MediaVest Group

“What’s the Next Big Thing?” is a question that SMV Group’s Andrew Swinand keeps hearing. And while the answer might vary, depending on whom you ask, Swinand emphasizes that it shouldn’t scare us.

If the international media industry prepares itself for the constantly evolving digital-media environment, it will be ready to tackle the equally changing needs of the clients.

“The one truth I know certain is that we have to evolve,” Swinand declares. “It’s time to truly embrace new approaches that understand the new realities of media and consumer relationships. It’s time to look at the people with fresh eyes, not as a “target” or “end user,” but as a human being who shares many of our same concerns.”

How the consumer adopts media should never be taken for granted. “People are using media in much more creative ways. They’re getting news updates on their cell phones, e-mail blasts about deals and sales at local stores, and giving status updates via Twitter and Facebook. We have to change the way we view media in accordance with them,” Swinand adds.

“This means rethinking our definition of a “media agency” model. The model of the future puts people at the center, and messaging radiates to and from them like spokes on a wheel.”

Yet, he calls for caution. None of today’s technological developments can do anything for clients, if no one notices.

“We will have to provide messages that surprise and delight consumers in unexpected ways,” Swinand states. “We will need to trust them, and we will need to get to know them better, to engage them on deep and meaningful levels. If we can

do that, they will reward us with the most valuable commodity of this new and distracting time: their attention.”

Forward going, Swinand says smart media agencies must learn to employ data in a more resourceful way. He states: “The driver of future innovation will be strategic thinking, which, in turn, will be driven by data. In the new age, data is more accessible (and more relevant) than ever. Data drives accountability, which will drive our strategy, and foster our new “creativity.” With more and better data, we will be more precise with our offerings, connecting relevant messages with consumers when they’re most likely to be receptive to them.”

He explains: “The value is not in the data itself, which is available to everyone. The value comes from the proprietary insights gained from the interpretation of that data and the activation we make based on those insights. Across our entire media network, we have more contact with people than any of our clients’ other agency partners. Through those contacts, we live at the point of data creation, and have a more detailed view into people’s lives.

“These points of contact and this more detailed point of view are what lead clients – more than half of them, according to Booz & Company – to say their media partners will be important to them in the future.”

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“We have to stop thinking of ‘creative’ as a synonym for entertainment. And then we have to make ‘creativity’ the end result of everything we do. Similarly, we have to stop thinking of ‘digital’ as a form of ‘media.’ In the reality of the Next Big Thing, these are all parts of something bigger, working individually and collectively at the same time.”

**Internationalist:** In a digital world where terms like optimized, performance-based, sales-enabled and engagement intensity are the buzz words, how do we re-define the most basic concepts of content and media? Do these definitions have different meanings in a new, fast-growth market like China?

**Hanlon:** The digital platform offers consumers a two-way relationship, so is the ideal medium for accessing diverse media groups plus consumers. In China, this is probably even more important than in other markets. Here, for 20 to 45-year-olds, the Internet is the second most consumed medium (behind TV) with people spending 1.09 hours per day online. This is a 650% increase in time spent on the Internet from just 17 minutes a day in 2002. There are now 253 million net citizens in China, the largest online population in the world.

We are also seeing online advertising campaigns (if clever, unique and engaging) achieving huge consumer interaction in China. For example, for our recent Puma Formula 1 (motor-racing event) campaign in China, 830,000 clicked through the Puma adverts and visited the micro site in the first week and averaged 20 minutes interacting with Puma branded content.

**Internationalist:** As Microsoft's Steve Ballmer said last year at a key industry conference, "all media will ultimately be created and delivered digitally." Digital offers richness in information management, communication delivery, on-demand metrics — and — portability. Is China leap-frogging other markets by immediately embracing the state-of-the-art first?

**Hanlon:** Absolutely. The Chinese are "digitally obsessed." They are voracious gatherers of information online, they love to create their own content, and they are constantly connected to their friends and family via IM (instant messaging) services. Also Websites in China are incredibly impressive, the content is just so rich. The main portals in China (Sohu and Sina) cover every imaginable topic and their homepages are very clever because you can see everything they offer on the homepage and then navigate to deeper content. In Western countries, portal home pages of MSN, for example, are quite sparse and you have to drill down link by link for content. The content is also rich as China has the most number of bloggers in the world.

**Internationalist:** Search, and its new alphabet soup of SEM and SEO, is becoming the first standard for many marketers? New software has now been developed not only to analyze key words globally, but also to gauge consumer interest in them and thereby anticipate early trends. Where is China in search now?

**Hanlon:** With regards to search, it has been more difficult in the past to do performance marketing on Baidu (the top Chinese search engine) due to the complexity of Chinese characters (we call them double byte) versus roman characters such as English, French, or German. However, due to the need of our clients, Publicis Groupe in China was the first to work with Baidu and is leading the market with our exclusive partnership with Baidu to link to their API (application programming interface), giving us the first true API bid management solution in China.

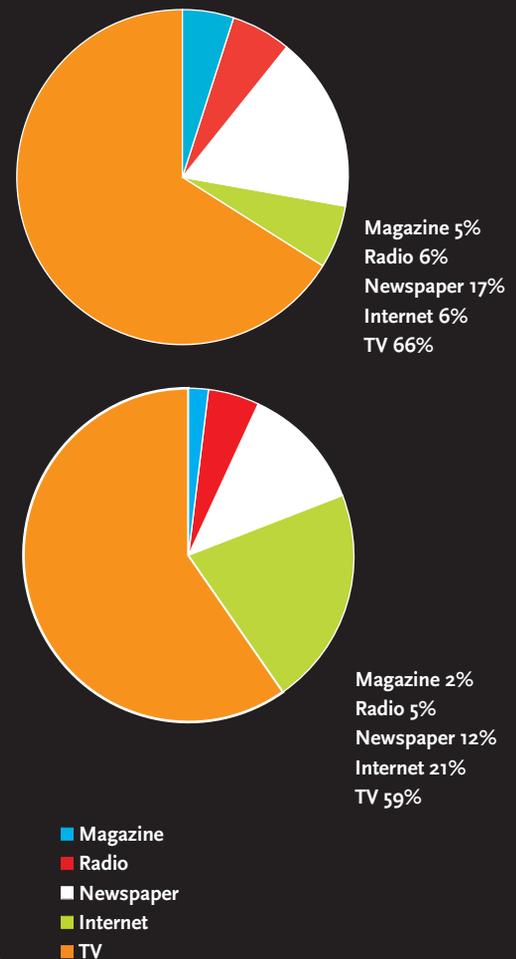
**Internationalist:** Today, there are heated debates about how online-based advertising networks may offer scale and leads, but may detract from branding-building. Are these concerns in China, or is it too soon to have such discussions?

**Hanlon:** I do worry about ad networks in China. As the cyberspace content is so vast in China, there is a lot of rubbish out there. Even if the ad networks offer cheap impressions, the environment the advertising could be placed in could just be rubbish. I believe that to have engaging brand communication with consumers, you need to be very thoughtful of the content you offer as well as the quality of the environment the content is placed. For blue chip brands that work through 4As agencies in China, I think they should tread carefully before putting their advertising onto ad networks.



**Malcolm Hanlon,**  
CEO China.  
Zenith Media

## Increasing Internet Usage





**Gerd Leonhard,**  
Futurist/author  
Mediafuturist.com

Gerd Leonhard, the Switzerland-based self-appointed futurist and highly regarded specialist on media's future, is a devotee of widgets.

These are personalized digital players that users can embed on their Websites, blog pages and/or social-network profile pages. Their beauty: the same content (and therefore ads) can be carried on as many Web pages featuring the widget. This makes the widget a potentially powerful tool for consumers to spread a brand owners' message.

At a TV-industry event in Cannes in October, Leonhard pointed out that currently, 80% of the widgets used online are operated by bloggers with the remainder being handled by professional communications companies.

He predicted that the ratio will soon flip around, with 80% being operated by professional communicators, including brand owners and their agencies.

He noted that 50% of YouTube's traffic is via widgets; in other words, YouTube's content is being watched on other sites as well; and more than 20% of social-network subscribers have installed widgets on their pages.

"In a year or two," he added, "widgets will be mainstream, available with a one-click application. And by 2011, more than 1 billion widgets will be linked to mobile networks."

How could international advertisers resist such a potentially powerful tool, asks Leonhard, whose clients have included agency Tribal DDB.

"So much of the principles of advertising are now invalid. None of it really works, apart from Google's Adwords (the cost-per-click platform), which didn't exist before 2000," Leonhard declares.

"The old ways of using the TV and print ads to yell at people will be ignored on the Web; you don't get to yell or disrupt or get consumers' attention by force. You get their attention by giving out free content; you earn their attention by convincing consumers that this is the right place for them to spend their time."

With various online and mobile developments such as Blyk, the international wireless carrier funded solely by ads, and IPTV (Internet-delivered TV), marketers can learn what people are doing around content and give them relevant ads.

Such developments, Leonhard reasons, mean advertising as we know it has to change and widgets are the embodiment of that change. Examples of widgets' different usages can be found on the AOL-owned Userplane, a communication platform for online communities.

Nike+, the technology used by the sports-apparel giant to enable joggers to keep track of their performances, allows athletes to share the data with others online via Miles, the name of Nike's 3D widget.

"People do not put content on their widgets unless they really care about that content. So, if you put my video game on your widget, that's an endorsement, and as an advertiser, I'm willing to pay for that affirmation," he says.

Marketers are increasingly demanding accountability for the ads they pay for. With research firms forecasting that digital will represent half of global advertising spend (compared with the estimated current 10%), Leonhard believes widgets will represent a significant portion.

Social networks will also play a big role in how advertising works in the future, Leonhard predicts.

"We shall soon see the development of social search engines. This time, instead of search for information by a word or phrase, the technology enables consumers to search their social-network buddies or a tribe formed by pre-defined group. You will be able to search all their online postings; and if out of 300 tribe members, you select 150 of the most relevant, you will search for what they have in common and target them more precisely."

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What's staring in the Music Industry's Face



CNN International (CNNI) recently announced that TV and the Internet topped its audience list of preferred information sources for staying updated on environmental/green issues.

The network, therefore, advised international advertisers to leverage “both platforms simultaneously” to connect with premium audiences.

CNNI’s Max Raven says that digital-media platforms have easily helped propel the public’s awareness of environmental issues, especially when “acting and behaving green” is becoming sustainable and creating economic benefits.

At a time of fluctuating oil prices, CNNI’s ‘green’ advertisers, which include Denmark’s Vestas Wind Systems, oil giant Shell, and India-based wind-power company Suzlon, have helped make energy CNNI’s third largest advertising sector (after finance and travel).

Raven says: “Increasing access to digital platforms has certainly propelled green/environmental issues, particularly because big global sites (and global media brands generally) like CNN create a groundswell of opinion for a highly influential audience, something that could never be generated by unconnected domestic, local media.”

Putting the theory in practice are Vestas and Suzlon. Both have been operating multi-platform advertising campaigns on CNN.com in the past year to complement their TV ads.

For the second year running, Vestas has renewed its sponsorship of the one-hour long Planet in Peril documentary. Focusing on the earth’s diminishing natural resources, the program goes on air at the end of November. Oil giant Shell renewed its sponsorship around the series for the fourth year.

“It’s a powerful piece of programming and we’re looking forward to realizing the full scope of the commercial collaboration across all platforms,” Raven says. The accompanying campaign will include banner ads accessible to online visitors in Europe, the U.S., India and China.

For the first time, Vestas is adding a dedicated WAP mobile component in its campaign, which is accessible via CNNMobile.com. The wireless content will include items related to Planet in Peril but also the means to vote on controversial green issues.

CNNI is using its digital strategy to extend access to its environment-related programming and content. Selected items are available on CNN.com and on CNN’s dedicated channel on YouTube and mobile networks.

The network’s iReport.com user-generated content Website equally provides another platform for TV audiences to unveil strong opinions about global warming and enter into climate-themed debates.

Raven comments: “Suzlon also became a first-time advertiser around (the program) ‘Eco Solutions’ and we’ve had countless advertisers around our recent ‘Green Week’ as well as brands using creative on CNN that features environmental themes. However, audience engagement is a priority for us and there are several places they can give feedback on CNN.com. It is imperative to our editorial teams, and for our advertisers, that we are able to provide a range of perspectives on any issues that we present. The environment is a key area for us to cover in this manner, and the digital channels mentioned give our audience the chance to provide these much needed perspectives.”

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**Max Raven,**  
Senior Vice President of  
Advertising Sales, CNN  
International.

“Increasing access to digital platforms has certainly propelled green/environmental issues, particularly because big global sites ... like CNN create a groundswell of opinion for a highly influential audience, something that could never be generated by unconnected domestic, local media.”

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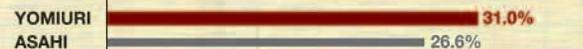
Actor Otani Oniji 3rd  
as the yakko Edohei, 1794,  
by Toshusai Sharaku,  
Tokyo National Museum

#### National circulation



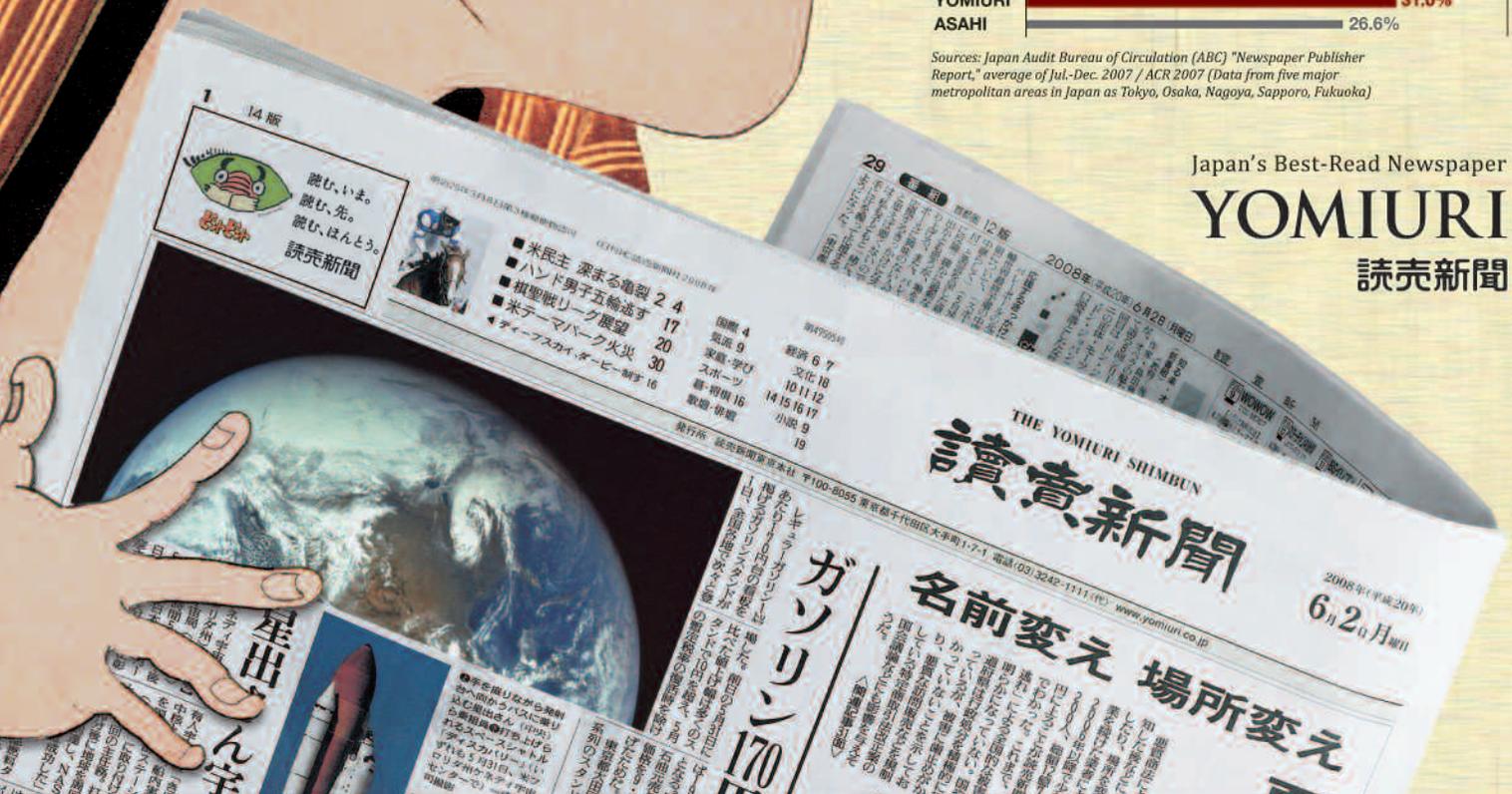
(Combined Total of Morning and Evening Editions)

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Sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report," average of Jul.-Dec. 2007 / ACR 2007 (Data from five major metropolitan areas in Japan as Tokyo, Osaka, Nagoya, Sapporo, Fukuoka)

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The creative and branding policies at Beijing-based DMG (Dynamic Marketing Group), the U.S.-originated independent ad agency, are embedded in the local culture.

“When we develop tools, we do so from a China perspective,” says DMG founder Dan Mintz. “In terms of content, we believe global campaigns start off with the lowest common denominator and that doesn’t work too well in China.”

He continues: “Instead, we work closely with the local people. Speaking the local language (Mandarin) doesn’t mean anything; it is just the basic price of admission. You have to learn how to take your personality and convey it to them.”

Such expertise is vital for helping its international clients, like sports company Nike, German auto maker Volkswagen and the U.S.’ National Basketball Association (NBA), to understand how Chinese consumers access both old and new media.

“In China, TV is still king. There is no Tivo, or digital video recorders. The TV network CCTV belongs to the central government, which has landing rights throughout China and gets access to every room in their home. It has the coverage, the reach and the authority. But it doesn’t mean everyone watches it,” Mintz offers.

That has made digital platforms, especially the Internet, an essential tool for communicating with consumers.

“Digital is huge. The Chinese blog more than anyone else on earth. In a country where censorship is high, you can pretend to be someone else and say so many different things on a blog.”

Digital media give the Chinese an ability to connect with each other and maintain their long-established extended-family culture.

Mintz points out the reasons for this: “The children born into one-child families are coming of age and becoming consumers. They don’t have any brothers and sisters, yet they still want to be part of a big family. Digital helps them communicate and keep in touch with families further away and thus they hunger for content. They go online to see what their stars and celebrities are blogging about (compared with the government-controlled content on TV).”

A key solution to reaching consumers in this complex market is to mix traditional and digital media. “We might launch a TV campaign to drive Chinese consumers to a particular Website to engage them,” he explains.

For one Volkswagen campaign that started in the fall, DMG wanted to position the car manufacturer’s Touareg 4 X 4 luxury sports utility vehicle in a way that represented luxury, sports and off-road.

“But were we to make the domestic consumer care? we decided to humanize the product,” he states. “We had an upper-crust English aristocrat to represent luxury, a Chinese rally motor-racing driver to represent sport, and a rock-climbing Westerner to represent the off-road lifestyle. We then invited viewers to go and meet these individuals at a Website, where they can get to know the different personalities. By directing them to people (instead of just a car), we knew they would care about the campaign.”

A similar approach was used for a campaign called Timeless. It was launched to promote VW’s Beetle, a rival of BMW’s mini car, which has always had the edge fashion-wise.

More recently, DMG won the pitch for the NBA’s ambitions to become a major sports brand in China. “We will do all the integrated advertising and marketing and brand building, including online,” Mintz says.

Shortly after this year’s Beijing Olympic Games, Nike worked with DMG and used U.S.-based basketball stars like Kobe Bryant to promote a specially sponsored basketball tournament for young local basketball players called the Zhan Qi Lai (meaning ‘Rise up and fight’) Secret Cage.

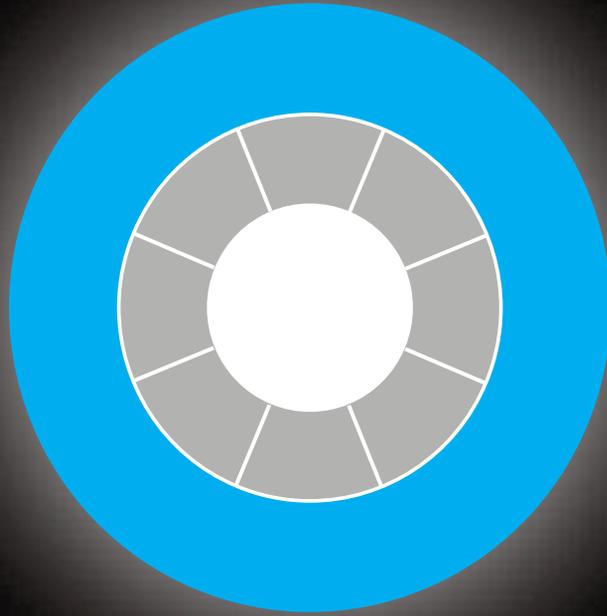
Mintz says this was an example of how event marketing is also crucial in a major emerging market like China: “The tournament was designed to give young Chinese players an opportunity to stand up and show what they are made of in front of players from this year’s Olympic gold medallists from the U.S. It also aimed to make the Chinese feel that this was for them, and not just part of a global crusade.”

Contact: dan@dmgmedia.com



**Dan Mintz,**  
Founder/Chief creative officer  
DMG (Dynamic Marketing  
Group)





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## Mining Data for Gold: IDG's Cutitta Builds a New Business for the Media Giant

Frank Cutitta, a long-time internationalist and former CEO of the International Advertising Association, has once again taken on a pioneering role. He has returned to IDG once again and is the General Manager of the recently-formed IDG Connect, a centralized database and lead-generation practice now at the core of the sprawling tech publishing company. In a conversation with **The Internationalist**, he made us realize how discussing anything in our digital age means constantly redefining our language.

Just the simple word “media” is a good case in point. Frank challenged us to characterize what exactly constitutes media today. For example — if it doesn't engage, is it media? What about content assets like white papers and webcasts, are they media? Is media only about content generation — what about aggregation?

This line of questioning is more than fun with semantics; Frank Cutitta finds such issues critical to his new global business, which he describes as a “content optimization practice” or an “engagement intensity group.” The basics of his new IDG division involve optimizing databases with various forms of content for enhanced lead generation.

IDG Connect now has 6 million files with data that ranges from such basics as company and job title to specific, behavioral metrics of engagement such as sites visited and amount of time spent on certain pages. All of this can be leveraged to sell leads based on individual brands. Certainly this new division is testament to the need for publishers and all content providers with multiple sources to create a centralized database.

To produce the greatest value from its lists, IDG Connect also audits content assets and tests effectiveness in an effort to build sales by making leads more relevant. Content assets like webcasts and white papers are literally audited and ranked for pre-existing properties like degree of

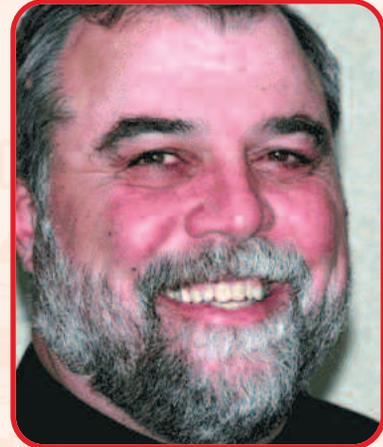
intimacy, level of difficulty, whether the product speaks appropriately to the target. Frank also talks about the perils of developing the format, such as a webcast concept, before developing the content. In his continual play with language, he says this leads to “dis-content,” and rarely works effectively.

However, it is engagement, according to Frank Cutitta, that elevates a mere name to a more highly prized lead. He admits, though, that engagement is difficult to measure and identify. The new IDG Engagement Intensity Index creates a score that ranges from the 101-level to what Frank calls the “Mensa” level. The higher the score, the better the chances of transforming leads from the standard \$50 level to the highly detailed leads at the \$150 level.

He also likes to describe these times as a “new age of user-generated circulation.” He advocates that publishers need to encourage their audiences to send content to each other, rather than relying on the traditional publishing model of sending out content to an audience. He adds that publishers need to be watching new forms of circulation, such as the Facebook model, or taking advantage of tools like “email this” and “digg.”

And now Frank is adding an international overlay to IDG Connect in order to better develop the cross-cultural aspects of such performance-based marketing. He is returning to his original international roots by looking at how content engagement differs by country and gauging whether an adapted U.S. execution can build the same results as a locally-created effort in a b-to-b field like technology. Or as Frank Cutitta says, “From a guy who spent his whole life selling print around the world, it's interesting that to note that a lot of the international issues haven't changed even in our new digital world.”

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**Frank Cutitta,**  
General Manager,  
IDG Connect

“ Publishers need to encourage their audiences to send content to each other, rather than relying on the traditional publishing model of sending out content to an audience. ”

## Good News for Advertisers: Important Changes are Reshaping Online Marketing



*Hanne Tuomisto-Inch hails from Helsinki, and is the Online Communications Director at Banner, London. She was recently named a 2007 Agency Innovator by this magazine.*

**Hanne Tuomisto-Inch** can be contacted at [hanne.tuomisto-inch@b1.com](mailto:hanne.tuomisto-inch@b1.com)

While financial markets are tumbling, you would expect advertisers to turn to the more cost-effective ways of advertising. For online advertising, that has long meant search advertising over display, as search is often seen as a more targeted and lower cost way of getting measurable results. Search marketing is bought on an auction basis, thus the market sets the price, not the media owner and you can focus your campaign on as small a niche as you like, whether you're a local or a global business, vertically oriented or horizontal in nature. The challenge for display advertising has been to prove that it can offer the same value as search for advertisers.

Second key challenge and opportunity of online advertising is to build a complete picture of a company's online marketing by being able to integrate your campaigns across search, display, affiliate and other tactics in a measurable manner. For example, being able to re-target a person that has searched on either Google or Yahoo! on a laptop purchase when they next go to the Times website. It has been talked about for years it seems, but this type of behavioral targeting has been hindered by being offered on a publisher by publisher basis. As a result, behavioral

targeting has not been scalable, thus becoming unprofitable for the individual publishers to sell due to low volumes and for advertisers to buy because of the low return vs. effort ratio.

Well, it seems that both challenges are finally being addressed by the online industry, and changes are afoot. The cost effectiveness argument is being addressed as auction pricing model is being introduced to display by existing ad networks. Advertising.com by Platform A has just launched their BidPlace auction platform and new, auction based ad exchanges have launched, such as Adjug. Other portals and search engines are in the game too: Yahoo! announced the launch of Apt, 18 months in the making, in the US at the end of September. Apt is a platform that allows auction based bidding on behaviorally and demographically targeted inventory on the Yahoo! properties and its network of sites and partner publishers.

For advertisers, today's online developments mean more choice, as well as increasingly targeted, integrated and potentially cheaper advertising to come. And that's good news in the midst of the financial market turmoil.

And that is not all: even without behavioral targeting, advertisers are

being offered much more by the display ad networks of today. No longer is advertising on a network just about the rather untargeted reach and frequency, which is sold as a commodity on low CPMs. New, more targeted ad networks are mushrooming everywhere, whether launched by individual publisher in the tech, business or green spaces or by entirely new companies monetizing social and peer-to-peer sites. The ad networks are launching also across various types of advertising, for example in the mobile and video space (Utarget.FOX), thus scaling the more innovative ad formats across publisher properties. Thus, advertisers are offered more choice and targeting than before.

The biggest talk in the industry is however about a company called Phorm which has made a deal with three ISPs in the U.K. (BT, Virgin and TalkTalk) to implement its behavioral targeting technology for their customers. This would solve the biggest challenge of all, how to offer integrated, big picture display advertising on a targeted basis. The technology catalogues the type of content a visitor views online, wherever they go during their internet journey, including search engines, portals, social networking sites etc and starts to build a picture of the interests that the person has. This information can then be used to target relevant advertising to the individual. As soon as the type of

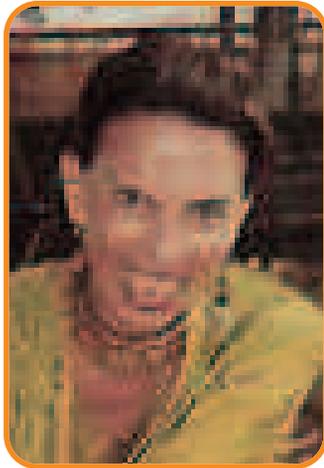
content viewed is catalogued, the actual site and page data is destroyed by Phorm and neither do they link the personal customer data of the individual to the targeting technology. The advertising is sold on an auction basis, thus cost-effective and offers the answer to the scalability challenge of the past for behavioral targeting. The technology is available to ISPs, publishers, ad networks and of course agencies and advertisers. The idea is that niche audiences can now start to be sold in an integrated manner, wherever they are online, thus not only matching, but beating the capabilities of search advertising on a stand-alone basis.

But not everyone is comfortable with the idea of being tracked and advertised to in the way that Phorm's technology suggests. The European Commission's Information

Commissioner is still investigating the legalities of a test BT conducted using Phorm technology in 2006 and 2007. The key issue is that the users were not informed of nor consented to the test. In the meanwhile, the U.K. government has backed Phorm and BT has recommenced their trials on the technology at the end of September on an opt-in basis. A similar company to Phorm, NebuAd in the U.S., has had to already back down on its ISP strategy due to Congressional and privacy advocacy concerns opposing the ad network's opt-out policy.

“For advertisers, today's online developments mean more choice, as well as increasingly targeted, integrated and potentially cheaper advertising to come. And that's good news in the midst of the financial market turmoil.”

## An Occasional Series on Inspirational Internationalists: It *Really* Takes a Village Nadya Shows How Community is the Ultimate Corporate Social Responsibility



“In the beginning, the people in Bali thought I must have been kind of an eccentric and generous person because they thought the clothing was so crazy...Now they look at it with more interest and are actually wearing it themselves.”

Nadya  
bali

Nadya intimately understands the now-popular expression, “It takes a village.” Her concept, though, may be somewhat more literal than contemporary definitions. She has been employing, nurturing and saving Balinese villages for roughly 25 years as she partners with them to produce hand-made garments for her clothing collections shown throughout the U.S. and Europe.

Originally from Chicago, Nadya first found herself in Bali by accident. While on her way to India, the Indonesian island was simply a stop-over on a long journey. She discovered the beauty of Ubud’s rice fields and the extraordinary craftsmanship of Balinese fabrics and hand-design techniques. She never left. And her original villagers haven’t stopped working for her.

In fact, she now employs several generations of families to use their traditional skills of batik, painting, beading and hand-weaving to transform local materials into her contemporary and individualistic clothing designs, which are embraced by a largely Western clientele. She has also been trying to explain the benefits of her workers’ retirement plans, but even the 90-year olds do not want to

stop working. With a smile, she translates from the Balinese the rationale of one of her elder workers, “It makes no sense to be paid to do nothing when I have great joy in doing something.” That kind of simple wisdom has transformed her approach to business.

For Nadya, integrity means that a corporation is dedicated to participating in human welfare. “I have created a private business, a public service and a human community — all without infringing on my ability to have a good life. Such goals are attainable, and they do not have to be a sacrifice.” She believes that true value can occur when a company is committed to social engagement, and for her, this has roots the most ancient of wisdom. Nadya asks, “Are you your brother’s keeper?” She simply says, “I am.” She began her business in a primitive area without electricity and never experienced any sense of lack. In fact, she received a great deal from her Balinese villagers — from unimaginable extended kindness to collaborative creative inspiration that enabled her to provide financial stability through an independent multinational corporation.

Bali, for Nadya, is a magical place; its beauty is a source of inspiration for her designs and its culture has taught her to think differently. “In Bali, people make daily offerings of art and beauty to the Gods,” she explains. “And they listen to the Gods for direction.” Her clothing pieces typically begin with an idea, an outline, and communication with her local artisans. Then, according to Nadya, “they go and create what they thought they heard!” The result, whether or not they are in sync with her original intentions, is always clothing meant to “dazzle the Gods.” Each jacket, blouse or shawl is unique as it is made by hand. Mass production is not in harmony with the Balinese spirit.

In fact, hand-sewing projects have enabled Nadya to keep more people employed without having to invest in additional equipment expenditures. The hand work also creates a higher quality product, given the exquisite artistic detailing. She has numerous stories of how she manages to hire those who need work. At one point,

she employed a local group of transvestites, who no longer wanted to support themselves in the sex trade, spawned by the tourist industry. They threw themselves into intricate sewn detailing so that they could stay off the street. And during some of Indonesia’s more turbulent times, her work has provided young Balinese girls and boys an alternative when prostitution may have been the only option for helping to support an extended family.

Nadya welcomes villagers who have the courage to inquire about a job. She suggests that they spend a day at her facility, and then she asks what they think needs to be improved. Sometimes it is organizing fabrics or cooking for the workers or cleaning up the workspace. Whatever they suggest is where they start. The majority work out and go on to grow with the company — if they can embrace the spirit of a multi-generational family of workers.

Although Nadya creates and manufactures clothing, she is quick to assert that her business “is not as

much about the clothing, as it is about the community and communication that flows from it.” Given the distinctiveness of the hand-made artistry, her garments are simultaneously recognizable and approachable. They are about contact — whether someone wants to touch the fabric or start a conversation about the piece.

For Nadya, the world needs to be a smaller place through community. She now recognizes how life in her home country, the U.S., seems alienated. People don’t realize how little contact they have with each other as they opt for greater privacy rather than involvement. And people are defining themselves by lifestyle, rather than by experience.

Her shows certainly create community. She invites 14,000 loyal customers several times a year to hotel suites in U.S. and European cities. The events have been described as “mad markets” where people try and buy the clothing, but also as “salons” where they talk about their lives, have reunions and build new



Each jacket, blouse or shawl is unique as it is made by hand. Mass production is not in harmony with the Balinese spirit.

contacts. It may be the only place where an attorney and fashion model are on the same invitation list and wind up chatting together about which jacket they'll choose. Nadya acknowledges that people are certainly influenced by each other when they meet half-naked in a hotel room, and the scene gets personal very quickly.

Like her villagers, Nadya's customers are also multi-generational, and they range in age from 14 to 90. Many are in the film, TV, and theater businesses, while numerous individuals are actors, writers and editors. All of them, according to Nadya, "are interested in communicating with the world around them." At one point she did sell her collection to Bergdorf Goodman in New York, but decided that she preferred working with her clients directly. "I love the spontaneous input," Nadya says. "People make suggestions all the time, and they are helping me evolve the designs."

So what's next for Nadya?

In a world where so many popular fashion lines project a feeling of sameness and safety, a number of more adventurous designers are experimenting with Nadya and her villagers. They are working with her to create elite, "custom" collections that involve individually-created, handcrafted work that accentuates their basic

designs. This will enable Nadya to expand her operation to neighboring villages. And she is traveling to other parts of the world — from Bhutan to Zanzibar — where she can buy distinctive, locally-produced, traditional fabrics to incorporate into her own designs.

She is also helping companies, individuals and charities learn to emulate her village system. Given that her workers thrive on creativity as well as community, she believes that her experience need not only be applied to exotic locales. She is confident that the same principles can work in the inner cities where projects as simple as encouraging classes of children to painting cloth can build personal communications and healthy expression.

Nadya is not the only one thinking along these terms. Former U.S. President Bill Clinton, through his work with the Clinton Foundation, has also understood the importance of villages as core social communities. Interestingly, both Nadya and I attended a benefit at the Asia Society which included a keynote address by Bill Clinton, which highlighted an uncanny parallel to Nadya's work. It took place during the year that The Internationalist was founded, and we quoted the President Clinton as saying, "Globalization is more than military and economic strength. It is interdependence that results in

stronger bonds of community." We also reported on a little story that the former President shared at that event. It follows here:

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

*When she saw his puzzled expression (and some raised eyebrows among his staff), she explained, "The aid your foundation provided enabled our village to create a shirt factory. Dozens of women are now working there. It has changed our lives."*

*This is a woman, Clinton said, who now feels good about the West, understands the value of work and wages, and will instill those principles in her children. She'll increasingly see the importance of extended education for them, and chances are, despite the overall conditions of the area, her children will not be raised as potential terrorists, but as contributors to our world.*

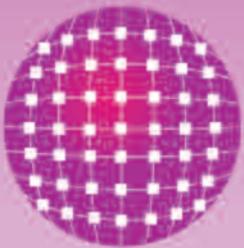
*He keeps that shirt in a place in his home where he can see it every day. "We can't just stop bad things from happening," Clinton said. "We must make good things happen."*

Sometimes it simply takes a shirt to do so. And nobody knows that better than Nadya.

# Have you seen them yet?



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## Welcome to Agency 3.0: You Can't Go Home Again

*Les Margulis spent 25 years at BBDO New York as International Media Director, and then settled with his Australian wife, Ann, in Sydney. However, he couldn't quit the business. The lure of Bondi Beach or the famed Opera season just wasn't enough. Les formed his own company, Margulis Media Group, and has been doing some serious globetrotting with a seminar series on best practices for media agencies. His recent assignments have taken him from Kiev to Moscow to Dubai to Tel Aviv to Johannesburg, and next to Gainesville, Florida where he will serve for 4 months as a Freedom Forum Professor of Advertising at the University of Florida.*



*He has found, however, that in his role as "trainer," he is doing far more learning than teaching. In this new column for The Internationalist, Les Margulis will offer his perspective of how the concept of media is changing around the world, and he will share ideas and best practices from his various stops around the globe.*

It was a great culture shock coming back to America after living abroad for the better part of a decade. My wife and I left soon after 9/11 with shattered illusions that America in general and New York City in particular, were safe. We moved to Sydney, Australia where coincidentally Neville Shute made man's last refuge from a nuclear attack in the seminal novel (probably now mostly forgotten), *On The Beach*.

Various consulting jobs took me to the far corners of the world where time had mostly stood still and Internet access was available at the office but only dreamt of at home. These are countries where planes routinely crashed on take off and at the end of each air journey the cabin crew and passengers would burst into spontaneous applause at the surprise of surviving another journey.

TV still ruled and it was not unusual for prime time shows to deliver 40 and 50 target rating points per spot. Therefore, if a Brand scheduled 10 spots over a 4-week period, you were pretty much guaranteed a 90 reach.

When I came home (and I still do call America "home") I was forced to reconnect to the 21st Century. Here, in America, we live in a "Digital Ecology." We are able to control our world of entertainment that is unmatched elsewhere. We control our destiny with a flick of a mouse. When I left, one media agency that I had never worked for boasted that they were the ROI Agency. And it was a clear positioning statement. Clients understood what it meant.

But now? What is an impression? And what is the value of that impression across

traditional vs. digital media? I would find it difficult to define an ROI on a media budget because the media (traditional vs. digital) have a different density (like oil vs. water).

I do not believe that we are speaking of an erosion of mass media (read TV) rather the media landscape has been totally and irrevocably altered.

But what is really important is that Brands are trying to figure out how they organically fit into their consumers' world. If you are transparent and fun (read "engaging") they will welcome you. But unless you are fun, stay off of Facebook and the other social networking sites as the consumer has no interest in the traditional forms of interaction. The thirty second TVC is playing to an empty house.

So now whose responsibility is it to get the consumer (viewer) to stay and watch more and not less TV? Most would argue the creative agency. But once clients start really calculating an ROI on that dwindling number, then failure may well be imminent. The creative agency may not be up to the task. The guys and women who made their fortune on mediocrity have since either moved on or passed on and left us wondering when this new creative Renaissance was going to happen to bring viewers back.

Yet as media agencies shift more and more dollars to low margin digital media to address the changing market conditions and the shifting consumer landscapes, these companies are still dependent on the Super Bowl economic models grounded in high out of pocket cost. It is a truism of our

age that fragmentation is making it more difficult to reach mass audience yet the CPM's of these mass media are continually being "cranked up a notch or two." Clearly, media is in a transition period and no one in the CFO suite has found a workable compensation model that works for the agencies (both media and creative) and pays out for clients.

Although I am in my Ivory Tower office surrounded by the verdant lawns nurtured by the ever present Florida sun, I wonder if Madison Avenue is sitting where the record business was 10 years ago at the onset of the switch from CD's to "free to steal" digital. Ten years later and 100 committees later, Tower records has come and gone and the industry still has not yet developed a monetary strategy.

Yet impacting us, I see Google with a clear corporate mandate to disintermediate the media agency so that their logarithms will rule the world. So as we passed through another upfront season, I wonder how many more will we have? Advertisers once bought TV because of its immediacy (and effective measurement be damned), but with so many of the viewers gone elsewhere, there is less of a compelling reason to buy.

Yet, the agencies seem to be locked into a century old viewpoint that has us backed into a corner. We have to understand the realities of this new marketplace and develop a new approach that is truly on target with an ROI measurement system and financial model that is user and agency friendly.

# eaca euro effies 2008



**SMALL BUDGET**  
**"Intel Powers Music MySpace Programme"** for Intel  
**Small Budget**  
**Bronze**  
**Universal McCann / MRM / MySpace Universal McCann**



**AGENCY NETWORK OF THE YEAR: GREY**  
**4th Year in a Row**

To win the 2008 Agency Network of the Year Award, Grey EMEA campaigns showed strength across the FMCG, Automotive & Pharmaceutical & Healthcare categories. Winning campaigns by Grey London for Procter & Gamble's Lenor and for Glaxo-SmithKline's Corega; by Atletico International for SEAT and by Grey Copenhagen for Coca-Cola zero, kept Grey EMEA ahead of the competition in 2008.

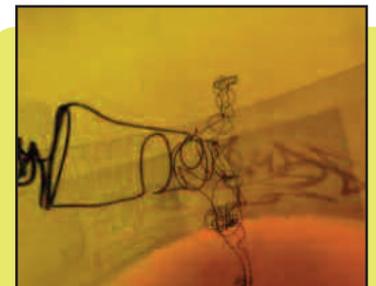
- Winning campaigns include:
- Celebrity Testimonials
- Toys
- Disappear: the sustainability initiative
- As it should be



**360° INTEGRATION**  
**"Beauty has no age limit"** for Dove  
**360° Integration**  
**Bronze**  
**Ogilvy & Mather GmbH**  
**MindShare**



**CORPORATE**  
**"We know what it takes to be a Tiger"** for Accenture  
**Corporate**  
**Bronze**  
**RKCR/Y&R**  
**Mediaedge:cia**



**IT / TELECOM**  
**"Music Campaign 2007"** for Sony Ericsson  
**IT / Telecom**  
**Bronze**  
**Saatchi & Saatchi**  
**Mediaedge:cia**



**GRAND PRIX**  
**Signatures**  
 for Amnesty International  
 by TBWA Paris  
 France



**SPECIAL COMMENDATION**  
**GRAND PRIX**  
**Anti-Landmines**  
 for UNICEF  
 by Leo Burnett GmbH  
 Germany



**AWARD**  
**The Voice of Reason (Age 6)**  
 for UNEP / UITP  
 by McCann Erickson  
 Business Communications  
 United Kingdom



**AWARD**  
**Save the trees!**  
 for Agentia de Monitorizare  
 a Presei  
 by Grey Worldwide  
 Romania



**AWARD**  
**Internet Dangers**  
 for Child in the Net  
 by McCann Erickson  
 Poland



**AWARD**  
**Footprints**  
 for Defra  
 by AMVBBDO  
 United Kingdom



This new creative Award recognizes excellence in social marketing as part of EACA's overall commitment to promote Corporate Social Responsibility. The Awards cover subjects such as public health, environment, sustainable consumption, public safety, disability, human rights, domestic violence, child abuse, homelessness, education and other similar topical public issues.

# Recognising excellence in promoting care for people, resources and the environment



Oktoberfest  
comes to  
New York



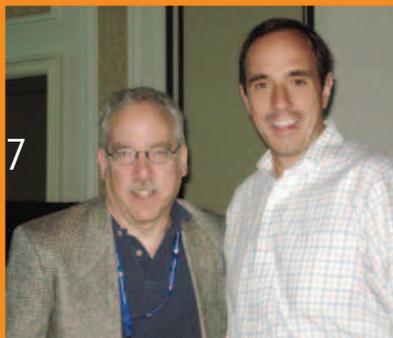
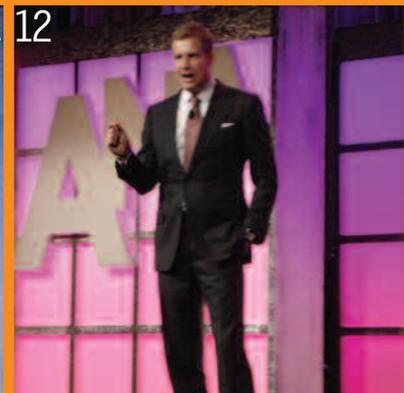


### Oktoberfest Comes to New York

The Internationalist, in association with members of the German Media Community, including Axel Springer Group, The Frankfurter Allgemeine Zeitung, WorldMedia and Huson International Media, presented Oktoberfest Comes to New York at the German Consulate on October 6th. The event, the first in an annual series, offered a look at the world's 4th largest ad market with a tasting of Germany's finest beers and a traditional Bavarian dinner. Dr. Horst Freitag, the new German Consul General in New York, offered his perspective on doing business with Germany — and how one could succeed by taking cues from beer-making!

- |   |  |
|---|--|
| 1 The German Consul General in New York, Dr. Horst Freitag.   | 10 Horst Stipp of NBC Universal and Gunter Niedernhaber of BMW North America.            |
| 2 German House Restaurant, rooftop venue at the German Consulate building.                            | 11 Dean Zikria, Pfizer.  |
| 3 Kerry O'Donoghue of The Frankfurter Allgemeine Zeitung.   | 12 Mary Brady, Zenith Optimedia.   |
| 4 Grace Palacios of Publicitas.   | 13 Ziad Iskandar, RBS.   |
| 5 Dustin Guzowski, Erin Cullen, David Steifman, Michael Andrews — all Huson International Media.      | 14 Nick Brien of MediaBrands Worldwide and Michael Monheim of Axel Springer Media Group. |
| 6 Bonnie Putnam, Axel Springer; Howard Moore, Publicitas and Thomas deBuhr of SevenOne Media.         | 15 Bryan D'Souza of BE International.  |
| 7 Sherry Bennett of JWT Technology and Vanessa Faktor of The Seventh Art.                             | 16 Matt Rayner and Sean Sympson, both of Mediacom.                                       |
| 8 Alex Clemente of The Harvard Business Review, Matina Savva of OMD and Conover Brown of World Media. | 17 Carolina Jimenez-Garcia, Mindshare and Yan Jiang, Pfizer.                             |
| 9 Jeannie Ng, Natalya Meytin, Shirley Wai and Melissa Worrell — all WorldMedia.                       | 18 Ayten Futterman, Eurostars Hotels.  |
|   | 19 Carolina Madrak and Scott Ricci, both of Emirates Airlines.                           |
|   | 20 Geraldine Brixius of Chase.   |
|   | 21 Maeve Lamont of Mindshare and Pat Shoukry of Neo@Qgilvy.                              |

PEOPLE AND PLACES



MASTERS OF MARKETING: BUILDING BRAND GROWTH

The ANA, the U.S. Association of National Advertisers, hosted its Annual Convention in Orlando at the Ritz Carlton this October to a sell-out crowd of marketers. The organization underscored how marketing can build brand growth, despite the uncertainty of world financial markets. Key speakers included Chief Marketing Officers from Procter & Gamble, HP, General Mills, The Bank of America, Coca Cola, American Express and Nike, among many others.

- 1 Julie Thompson, Julie Thompson, Inc. and Nancy Hill, 4As-American Association of Advertising Agencies.
- 2 Richard Simonelli and Julian Boulding — both The Network One.
- 3 Ed Erhardt, ESPN/ABC Sports.
- 4 Steve Howe, The Financial Times and Glen Gilbert, Lenovo.
- 5 Chris Theodoros, Google; John Osborne, BBDO and Brian Perkins, Johnson & Johnson.
- 6 Michael Palmer, ANA and Deborah Malone, The Internationalist.
- 7 Les Margulis, MMG-Margulis Media Group and Lou Koskopolis, Six Flags, Inc..
- 8 Bob Liodice, ANA and Jim Spanfeller, Forbes.com.
- 9 Marc Pritchard, Procter & Gamble and Peggy Conlon, The Ad Council.
- 10 Steve Gianetti, National Geographic.
- 11 Jim Stengel, Procter & Gamble.
- 12 Mike Mildenhall, HP.



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THE YOMIURI PRESENTS LOVE IN JAPAN  
*The Yomiuri Shimbun, Japan's largest circulation daily newspaper, offered U.S. marketers some guidelines to doing better business with its homeland through the help of Tim Love, Omnicom's Vice Chairman, who spent several years working in Tokyo for TBWA. In a presentation at Manhattan's Mandarin Oriental on October 18th, Love outlined how he came to better understand a Japanese approach to business by appreciating the country's culture, language and history and geography.*

- 1 Terry Jackson, The New York City Mayor's Office.
- 2 Noboru Otsuki, The Yomiuri Shimbun; Tim Love, Omnicom; Dr. Hirokazu Takada, Baruch College.
- 3 Nancy Lowman-Labadie, Marina Maher Communications, Nancy and Tim Joyce, Bleakley Platt & Schmidt.
- 4 Michiko Matsushita and Kaz Kuniya — both The Yomiuri Shimbun.
- 5 Lilian Yu, Critical Mass; Ralph Lockwood, Huson International Media and Yuko Yosunaga of Y.

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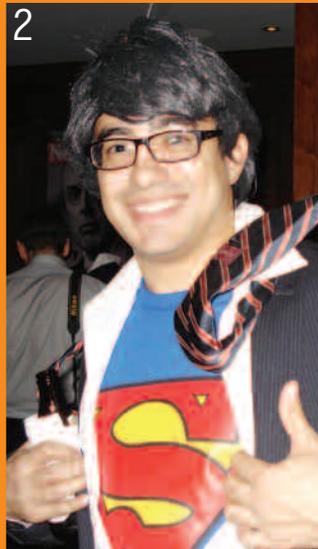


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For information about membership and rates go to [www.foxclublondon.com](http://www.foxclublondon.com).

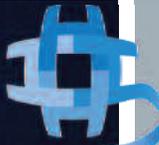


**HALLOWEEN ALTER EGOS**

Newsweek International is the annual host of New York's IAA Halloween party, and this year costumes were definitely in vogue! U.S. Election personalities made appearances, as did super-heroes, fairy tale characters and TV/film personalities.

- 1 Claudia Guzowski of The Wall Street Journal as UGLY BETTY from the TV Show of the same name.
- 2 Adrien Bellezza of The Wall Street Journal as CLARK KENT transforming to SUPERMAN.
- 3 Mystery Woman as "JO THE PLUMBER," a female version of the much-discussed voter in the US Election. (Email editorial@internationalistmagazine.com if you know her name!)
- 4 Dan Cohen of The Harvard Business Review as "JOE THE PLUMBER"
- 5 Host Rhona Murphy of Newsweek International.
- 6 Caitlin Crawford of The Wall Street Journal as Republican Vice Presidential candidate, SARAH PALIN with gun, newborn and Eskimo friend, who is Elisa Cool of The Wall Street Journal.
- 7 ELVIS AND THE JAIL HOUSE ROCK inmates are actually the Publicitas New York team — Andrew Dryden, Maggie Chov, Olivier Berton as THE KING, Laura Saitta, and Kevin Conetta.
- 8 Jill Cohen of the IAA is a NURSE and her friend bears a striking resemblance to TIPPI HEDREN from Hitchcock's Film, "The Birds." (Crow on her shoulder is a giveaway.)
- 9 Ana Figueroa of Zenithmedia as WONDER WOMAN with friend Jerry Colon as SUPERMAN.
- 10 Could these wigged women with early Beatle mops be the next Fab Four? They are Lorien Reckmeyer of the IAA's Young Professionals, as well as Suzy Feiglstock, Kendra Kuehnle and Sheila Pfeiffer—all from BBC World.
- 11 Caroline Green of CNN International as LITTLE RED RIDING HOOD.

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**HUSON**  
International Media

20th Anniversary 1988 - 2008



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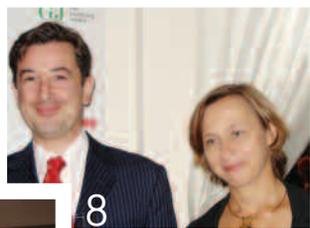
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**HUSON CELEBRATIONS IDS TO FOLLOW**

*Two partner associations, ABM and FIPP, hosted a business-to-business media conference at New York's Roosevelt Hotel as the first U.S. location in their on-going global series. Over 300 executives from more than 30 countries attended the event, which also included receptions at the United Nations and a boat cruise around Manhattan.*

- 1 Glenn Hansen of BPA Worldwide and Gordon Hughes of ABM.
- 2 Pat McGovern and David Hill — both IDG and Paul Woodward of Business Strategies Group.
- 3 Stuart Smith, SSM Group and Peter Goldstone of Hanley Wood.
- 4 Eusebio Serrano, Informacion y Control de Publicaciones.
- 5 Erwin Reisch, Alfons W. Gentner Verlag.
- 6 Jeff Reinhardt, Berkery, Noyes & Co; Nick Ferrari, ABM; John Wickersham, The Van Tulleken Company and Peter Black, BPA Worldwide.
- 7 Chander Rai, Cross Border Media, Inc.
- 8 Derek Reisfield, BBN Networks LLC and Kirk Laughlin, Ziff Davis Enterprise.
- 9 Geoff Hird, Westwick-Farrow Publishing; Alan Schlanger and Jim Hohman — both Convera Corp.
- 10 Geoff Hird, Westwick-Farrow Publishing; Alan Schlanger and Jim Hohman — both Convera Corp.
- 11 Geoff Hird, Westwick-Farrow Publishing; Alan Schlanger and Jim Hohman — both Convera Corp.



## making out milan

Yes, there's definitely a lull now between fashion seasons. But it won't be long before you're scooting off to Milan again to sit in the back row at Fendi with a ticket you managed to scam from someone in the PR department, right?

Or not. Let's do and say we didn't, with the right now on the what's what in Milan, capisce?

### For starters, location location location...

May we recommend the **Grand Hotel et de Milan**, located by Godiva and very close to Pucci. Ladies, need we say more. Boys, just follow. If you can score a room on the 5th floor, you might have a balcony overlooking some gray, chipped and pigeoned marble and an old gargoyles, which is of course très chic. The rule is: breakfast in the restaurant so you can people-watch, then meetings in the lobby so you can eavesdrop.

Another choice is the **Hotel Spadari al Duomo**, which is a popular haunt for designers and style-conscious folks on a smaller budget. It is very modern and situated steps away from much of Milan's central action.

The **Chedi Milan** is a part of Adrian Zecha's expanding empire and is located far away from the city center — at least 15 minutes. Is it worth the trip? The answer is yes. Counterpart to the **Chedi Phuket** (LEGENDARY), this hotel is serene and elegant, the sort of place you arrive at and never want to leave. Ever. The knowledgeable staff are able to provide instant shopping access, and more industry insiders are staying here as the “secret escape” when in Milan. As for the **Bulgari Hotel**, save it for your events or a drink in the gardens, as the room prices are tough to justify.

### Hungry?

Go anywhere. It's all good. In a hurry? Leave time between meetings, this is not Pizza Express. If you really must, try **Alle langhe on Corzo Como**. It's an insider favorite.

The food is, um, Italian. Our favorite is **Giacamo**, which is still family run and the place to have your ultimate fashion insider moment. We won't give you the address because people will kill.

Skip the dance parties — they are so... young. Unless of course, you like to shake your moneymaker, and then, by all means. Yes, the

entire fashion industry is about 16, which means hitting **Alcatraz** for all-night dancing only works if you look great in: a. the hooded tracksuit with Gucci suit jacket and flip-flops; ripped muscle-shirt and headband; or b., a bikini.

Should you refuse to wear any of those combinations at night, in public, try the sake mojitos at Armani/Nobu. It's a bit more, you know. For those of you who need something in the middle, try **Ventaglio Cafe. Ricci** is also back open after an extensive renovation at the **Piazza de Publica** and is again a popular spot.

A charming little brasserie is **La Libra** on via Palermo in the Brera district. Its on the back streets, and the old man who runs the place has the best little suits and matching waistcoats with a huge moustache. This area is pedestrianizing with a lot of upgrades, and the chic spot for weekend dining here is called **Radetsky**. It's also fairly popular at night.

**Gold**, a venture from **Domenico** and **Stefano**, is still popular, but we would recommend paying a visit instead to the **Dolce & Gabbana Salon**. They have an amazing grooming facility for guys run by **Giovanni Pappalardo**. He's a “your kinda guy”, guy. Giovanni was once voted the top barber in Sicily and was scouted by D&G to open their eponymous men's salon. He will dunk you head-first into a bowl of streaming water then whip out the NON-ELECTRIC razors and set to work.

If you don't speak Italian, may we suggest bringing a friend. It's all very godfather-esque, fighting for air, razors everywhere, but in the end turns out to be this long-lost masculine moment of grooming. You'll want to fly back every four weeks, just for the haircut, guaranteed. Honestly, you feel like a new man.

Girls? You know what to do, and it starts with Via Monte Napoleone.

### Distractions...

Milan is wonderful, but have you been to the Lake District? It's only an hour north, and it's quite beautiful. It features a big lake, great tavernas and restaurants dotted here and there, oozing with yummy nostalgia. Look for a lake and snowcapped mountain heading north from Milan and get off the main road; you can't miss it. You know, explore. Like in those SUV ads.

Should you be in the mood for something

to sit on, head straight over to ^∞€..... Yes, urban legends do come true, and there is a discount **Cappellini** store. It is also near the Cappellini factory, on the road to **Lake Como** in **Arosio** just north of Milan. How typical, right? Lake Como is where the Versace's live. Anyway, the Cappellini people are very nice and will even ship your new couch direct to the Hamptons for you, an important lesson in hard times.

**Extracappellini**, the discount store of Cappellini, Via Marconi, 35, Arosio, phone: 39-031-759111.

Also worth checking out: the Kartell warehouse, the place for those translucent Louis XV chairs that Philippe Starck redid.

If you are into the fashion side of shopping, it's a must to hop the southbound train to **Montevarchi**, home of Milan's discount outlets. This is the location of the elusive Prada factory, with discounts of 50-80% on merchandise that has overrun or been returned from their global network of stores. Gucci has a similar facility nearby in a complex with lesser brands.

### arrive and depart with grace...

It's a long drive in from the airport to Milan, and a taxi will cost you a bomb. For the same money, Pier will slide you into a big fat Benz and teach you how to say “no thanks, I'm married” in Italian. Call **Pier Capra at ALA Limousine**, +39-02-86450010 and at Malpensa Airport: +39-02-74867300.

They say Milan is grey and the beauty is always hidden, in the courtyards and inner sanctums where things are not shown. You need to be in with the right friends to experience this side of the city. It's not true that there is nothing to talk about except fashion and food. But... Yes, you still like D2, its too bad about Miss Sixty going under, and Dior is hot and you could wear it...if only you could wear it.

Does that make sense? Of course not. Va bene. Remember, if you can't get behind those doors, you're “a department store buyer from Osaka”. Works every time.

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



<sup>the</sup>internationalist

*is pleased to announce  
the first  
truly international*

awards <sup>for</sup>  
innovation  
<sup>in</sup>media

The Awards for Innovation in Media are a response to voices in the industry calling for international examples of best practices as media moves into the complex realm of ideas and strategy. In a world where messages are becoming increasingly global, innovation is essential to today's effective media thinking. This kind of media thinking is multifaceted, complicated and increasingly essential in a world where messages are only becoming more global.

It's simple to enter — just answer 5 critical questions about insights and solutions, then show up to 3 examples of the work. There are only 4 international entry categories: media innovation for a global campaign, a regional campaign, a local execution of a multinational campaign or a local campaign worthy of international adaptation or of world class standards.

**Innovation is more than creativity:**

**It suggests both right and left brain disciplines working together to reinvent the way we connect with our consumers and customers, wherever they may be in the world.**

call for entries: Dec. 1, 2008 :: [www.internationalist-awards.com](http://www.internationalist-awards.com)  
late registration: Dec. 12, 2008

# CLIMATE CHANGE IS NOT A FAIRY TALE



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