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FOR ADVERTISING, MARKETING & MEDIA PROFESSIONALS

NUMBER

2014

# 69

## MARKETING'S EVOLUTION

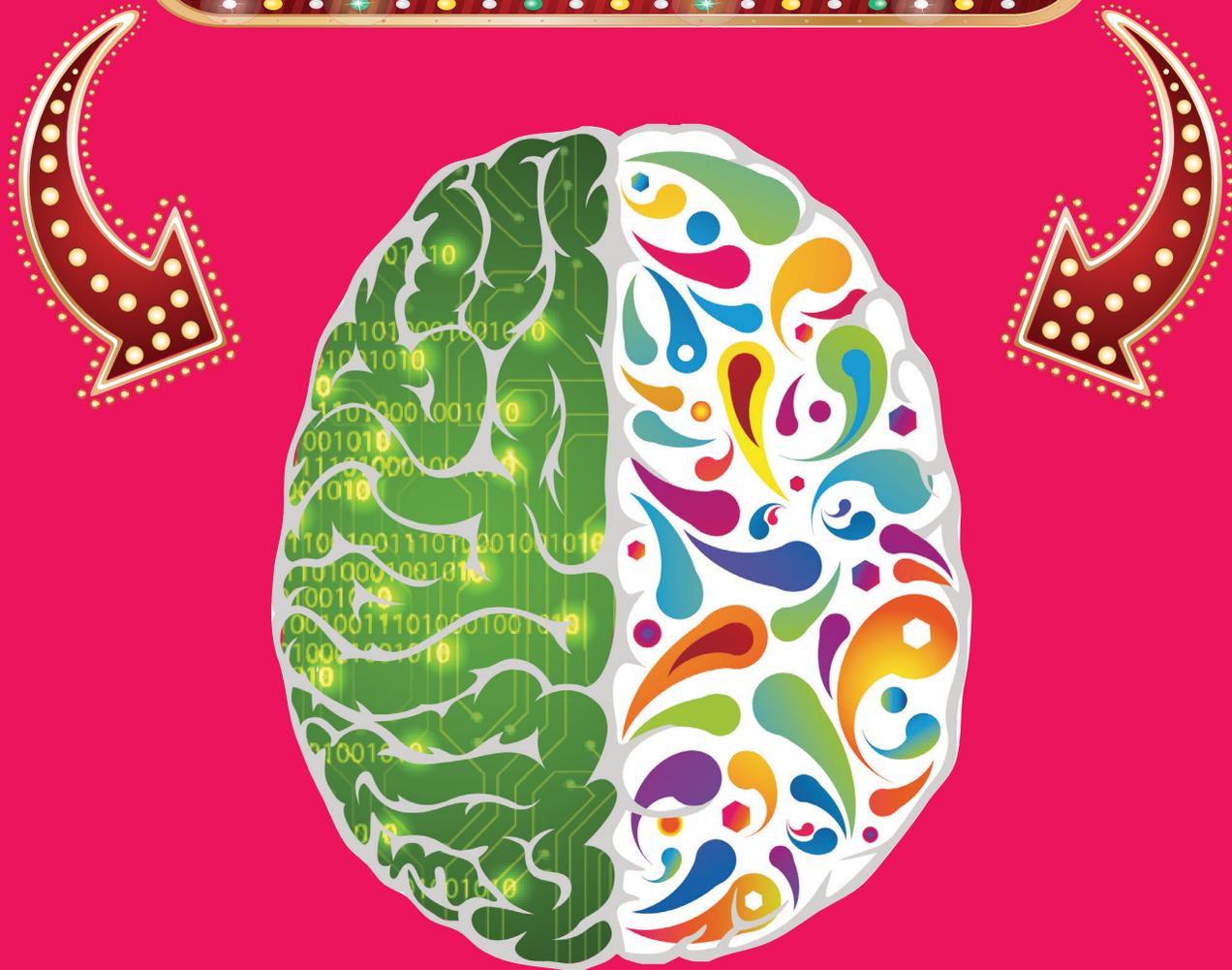
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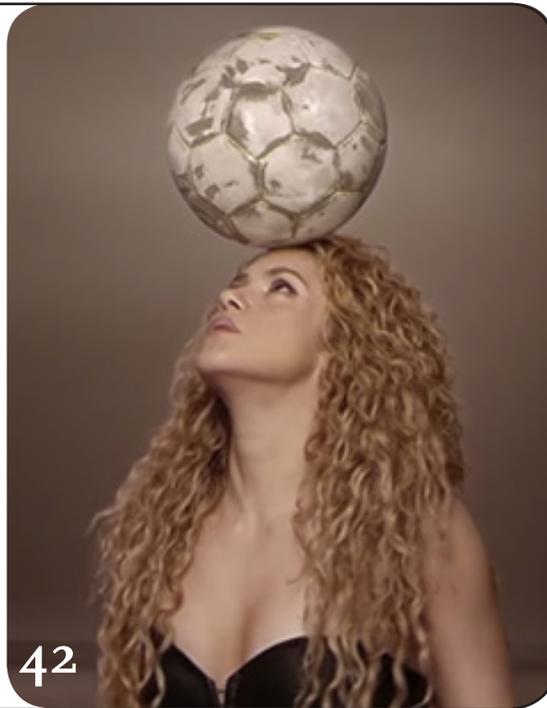
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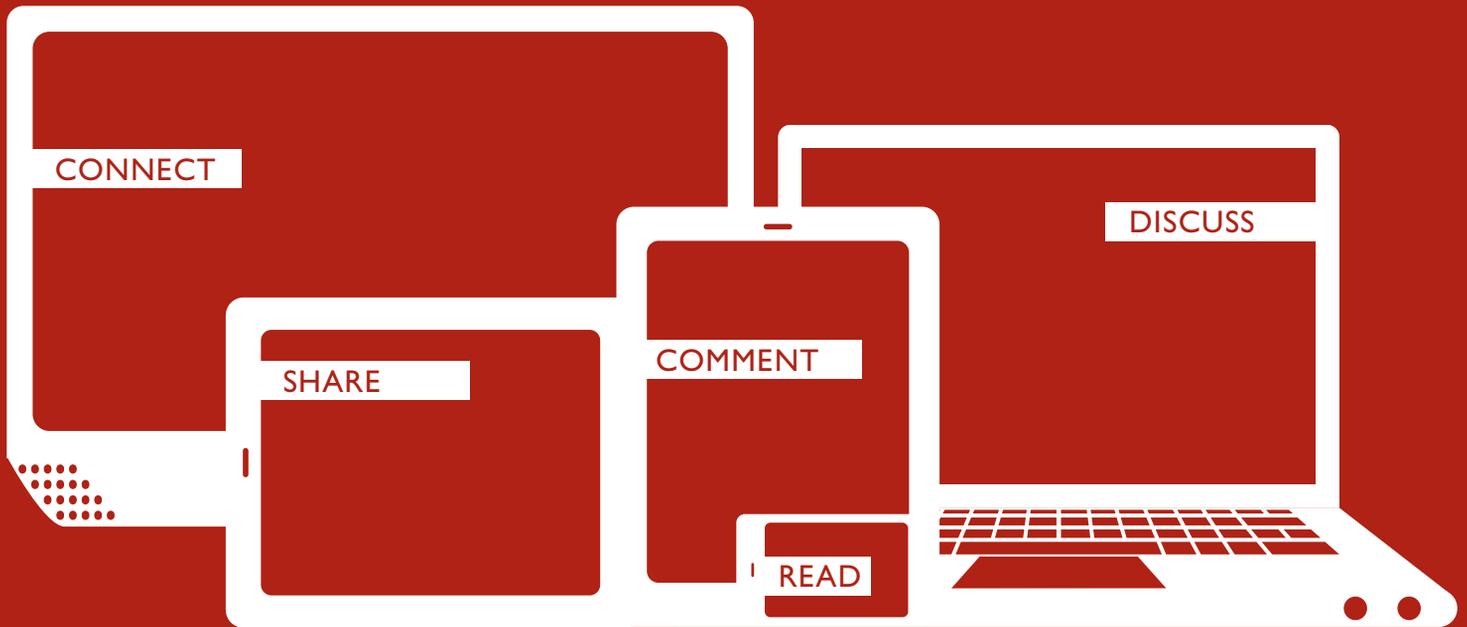
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**ABOUT THE INTERNATIONALIST**

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



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## Marketing 2014 at Half Time

As we approach the year's midpoint, particularly amid the advertising frenzy of FIFA World Cup Brazil and in the wake of a celebrity-studded Cannes Ad Festival, it makes sense to assess where the business of marketing is headed, to consider the future of advertising, and to acknowledge undeniable shifts in an interconnected world where every message can have instant global impact.

These considerations also come at a time of positive industry news as ZenithOptimedia announced in its mid-year *Advertising Expenditure Forecasts* that the World Cup would boost an already healthy global advertising market by US \$1.5 billion, representing a 5.4% increase in 2014, up from 3.9% in 2013.

Given the pace and complexity of these times, the World Cup and Cannes were not the only recent events to

influence thoughts about advertising's evolving role in business: Amazon launched its smart phone with ecommerce potential to further disrupt brick and mortar retailers, YouTube confirmed its new premium music-subscription service which will be uninterrupted by advertising, DreamWorks Animation talked of extraordinary high-end merchandising deals and new high-tech projections to help kids meet Santa via DreamHouse—without waiting in line and scheduled by an app, while a niche company, Mike's Hard Lemonade, changed its name for a day to Paul's Hard Lemonade in celebration of its 1 millionth Facebook fan-- a small event that just might speak volumes about what is or isn't sacred to brands. ("Rebranding as 'Paul's Hard Lemonade' this week is our unique way of creating a personal connection with our fans and rewarding one passionate consumer with the flavors he loves," said Sanjiv Gajiwala, the company's marketing director in a press release.)

Remarkably, World Cup ads are four-times more popular than Super Bowl ads, when calculated by the time spent actually viewing the ads. The statistics are from YouTube. Already, people worldwide have watched more than 1.2 billion minutes of World Cup ads, or currently 4x as many minutes as people have spent watching Super Bowl ads. No doubt the numbers will continue to soar, and they may be a testament to a game loved by devotees worldwide instead of just fans of a US sport— no matter how compelling or influential the ads. Note, too, that in Brazil, commercial breaks do not interrupt the game, and only occur at half time. Ads are also longer— on average 3 minutes, not 60 seconds, and are created to be elaborate online films with huge viral appeal.

Some of the best ads are truly heroic and of an Olympic spirit like Banco Itaú's "The Great Transformation" by Agency Africa which stirs the pride of a nation. The most-viewed ad, "La La La," features Shakira and Activia partnering to support the World Food Program's School Meals initiative. Eight out of the ten top-watched World Cup ads feature football stars-- Cristiano Ronaldo, Lionel Messi, Wayne Rooney, Neymar, Tim Howard, Gerard Pique, Landon Donovan, David Beckham, Zinedine Zidane, Luis Suarez, and Dani Alves.

We're proud to name **THE BRAZIL 50** in this issue and celebrate **100 INSPIRATIONAL MARKETING LEADERS** from around the globe. Sir Martin Sorrell recently commented in the UK trade press that *Mad Men*'s Don Draper wouldn't recognize the industry today given the number of disciplines that now comprise the marketing mix. Unilever's CMO Keith Weed acknowledged at Cannes that the industry has changed more in the last five years than in the past twenty-five.

It's clear that the increased responsibilities of 21st century marketing leaders are now exceedingly complex. Their footprints are instantly global and carry far greater levels of accountability than ever before—especially when played on a very public stage fraught with immediate customer reaction that directly affects a brand's potential for success.

However, as the year reaches its midpoint and we celebrate all the virtues of the World Cup, it's easy to be reminded of the power of global marketing and the people who move it forward.

*Deb Malone*  
Founder

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# Could Brand Absence Make the Heart Grow Fonder?

Surprising new global research from marketing agency Momentum Worldwide reveals that people in countries with long-established consumer spending power – Japan, the UK and the USA – feel less connected with brands than those in emerging markets.

The study asked over 6,504 respondents across nine markets to classify their feelings towards well-known brands by types of interpersonal relationship: specifically whether they see a particular brand as a family member, friend, acquaintance or enemy. Over half (54%) of those asked in Britain would not consider brands as any more than an acquaintance. In Japan and the United States, 55% and 45% respectively, report a similar emotional distance from popular brands.

***Brands operating in more developed consumer economies are less likely to forge meaningful relationships with customers than those in emerging markets, as global research reveals that over half of British, Japanese and American people report indifference towards some of the best known brands in the market.***

In the UK, only 15% would consider brands as a member of the family. Similarly, in Japan, which tops the list of nations where affection for brands shows up low, only 13% hold a similar affection for the brands for which they have identified awareness. This is in stark contrast with emerging economies such as Brazil, Mexico and the Philippines where more than a third of those questioned would consider these brands as a member of their own family.

Of greatest concern is a clear decline in brand affection among younger respondents — the Millennial generation. Globally, those who see brands as the closest to them are in the 25–31 year old bracket with over a quarter (28%) of respondents considering them as a family member or a significant other. This drops by a considerable five points in the sought-after 18–24 bracket.

The study also asked respondents to score brands based on how authentic they think the brand is among their peers and social networks. There is an 89% positive correlation between brands that are seen as most authentic and brands which people would consider part of their family.

***There is an 89% positive correlation between brands that are seen as most authentic and brands which people would consider part of their family.***

***Commenting on the research, Matthew Gidley, Director of Insight and Strategy of Momentum UK, said “What we are seeing here is a critical case of brand fatigue for countries in which people have experienced a sustained and extensive exposure to brand messages.***

“As academic marketers and anthropologists predicted almost two decades ago, brands are experiencing a shift in demand away from mass market advertising towards the provision of a more personalized and individual experience. In more developed consumer economies, people’s priorities have changed. As global brands become more accessible to a greater variety of people, less and less are using them as status symbols or emblems to demonstrate their own success. Instead, they expect these brands to open up an honest and authentic dialogue upon which they can build their own stories.”

“Our research is a wakeup call for global brands in more developed economies, making clear that they must evolve with their changing audiences to guarantee their relevance and their futures,” said Momentum Worldwide Chairman & CEO Chris Weil. “Today, people demand authentic connections and value, making the ability to create individual, personalized experiences a higher priority than ever.”

### ***Markets reporting the strongest emotional connections between brands and consumers***

#### **Philippines**

- 70% would consider their relationship with brands to be friendships or stronger
- Over half (56%) of these respondents see brands as a member of their family or spouse

#### **Mexico**

- 67% would consider their relationship with brands to be friendships or stronger
- Over half (61%) of these respondents see brands as a member of their family or spouse

#### **Brazil**

- 64% would consider their relationship with brands to be friendships or stronger
- Over half (58%) of these respondents see brands as a member of their family or spouse

### ***Markets reporting the most emotional distance between brands and consumers***

#### **Japan**

- 55% would consider brands to be no more than an acquaintance
- Of these, 7% see brands as their enemy or arch rival

#### **United Kingdom**

- 54% would consider brands to be no more than an acquaintance
- 17% of these would categorize brands as their enemy or arch rival

#### **United States of America**

- 45% would consider brands to be no more than an acquaintance
- 20% of these respondents cite enemy or arch rival as the most analogous to their brand relationships

This research was conducted by Momentum Worldwide across nine markets globally including Australia, Brazil, China, India, Japan, Mexico, the Philippines, South Africa, Taiwan, Thailand, the United Kingdom and the United States of America. Momentum helps brands imagine, create, curate and manage their Total Brand Experience. Part of the Interpublic Group of Companies, Momentum operates in over 50 countries for partners including American Express, Coca-Cola, Mondelez, Microsoft, Walmart, William Grant & Sons and many more.

# Advertising Expenditure Forecasts

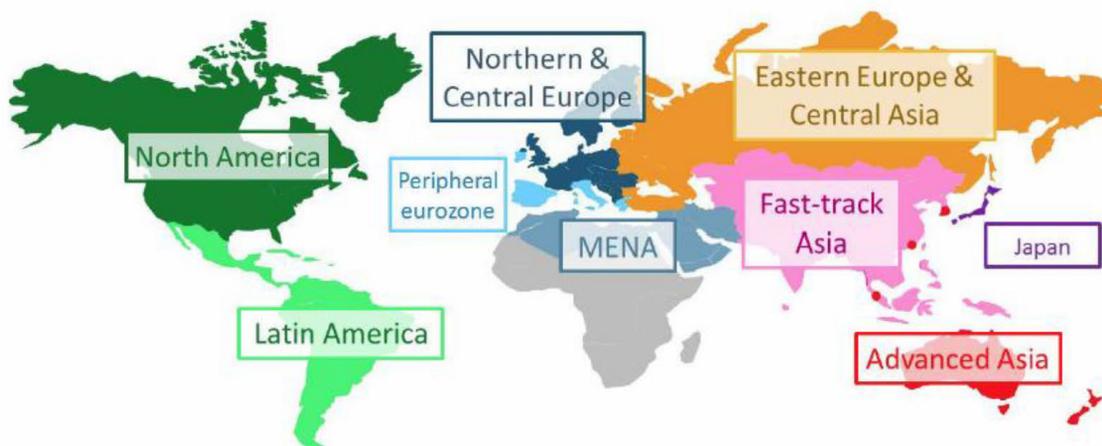
## June 2014

ZenithOptimedia predicts global ad expenditure will grow 5.4% in 2014, reaching US\$524 billion by year-end 2014. The World Cup will help the global ad market grow 5.4% in 2014, up from 3.9% in 2013. Growth will continue to improve over the next two years, reaching 5.7% in 2015 and 6.1% in 2016, driven by continued economic recovery, including, at last, the Eurozone.

According to their latest Advertising Expenditure Forecasts, the FIFA World Cup will boost global adspend by an estimated US\$1.5bn this year. The event will deliver large television audiences and high interest in news media and sport websites, at a time of year when— in the northern hemisphere at least – people normally spend less time consuming media, particularly in the northern hemisphere. ZenithOptimedia expects TV to benefit the most, but World Cup advertisers will spend more of their budgets on internet advertising, with advertisers more active on social media than during any previous sporting event.

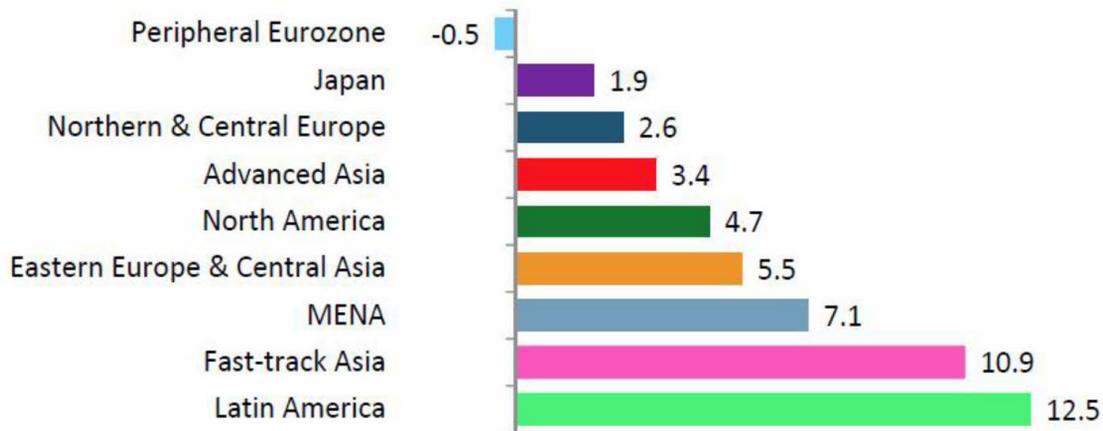
Of course, the World Cup will have the biggest impact in Latin America, where the matches will be ideally timed for Latin American viewers, adding as US\$500m to the Latin American ad market this year. Despite the lower levels of interest in football in North America, they expect the Cup to add an extra US\$300m to the region. ZenithOptimedia also forecasts that an extra US\$300m will flow to Western Europe, where time differences are still quite good. The disadvantageous time differences in Asia Pacific, however, will see a lower level of additional spend in the region: US\$250m. They expect the remaining US\$150m to come from Central & Eastern Europe, the Middle East and North Africa, and the rest of the world.

### Forecast by Regional Bloc



Source: ZenithOptimedia

### Growth in adspend by regional bloc 2013-2014 (%)



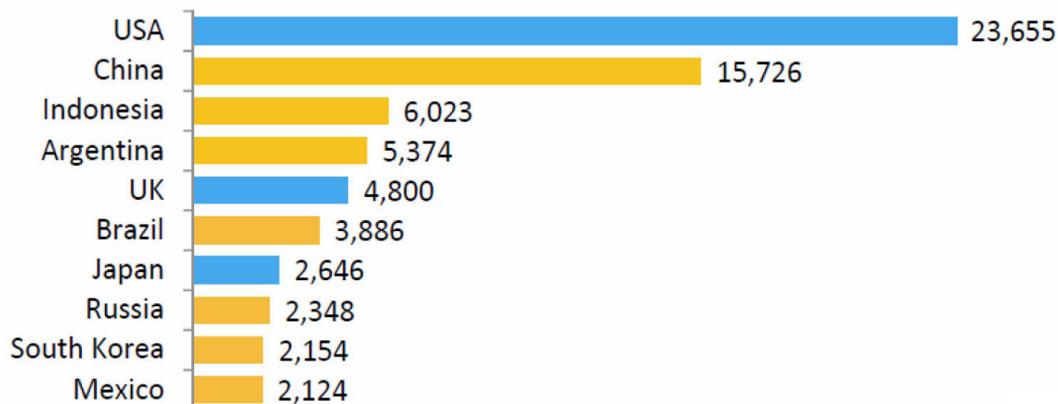
Source: ZenithOptimedia

### List of Countries included in the Regional Blocs

- **North America:** Canada, USA
- **Peripheral Eurozone:** Ireland, Italy, Portugal, Spain, Greece
- **Northern & Central Europe:** Austria, Belgium, Bosnia & Herzegovina, Croatia, Czech Republic, Denmark, Finland, France, Germany, Hungary, Netherlands, Norway, Poland, Romania, Serbia, Slovakia, Slovenia, Sweden, Switzerland, UK
- **Eastern Europe & Central Asia:** Armenia, Azerbaijan, Belarus, Bulgaria, Estonia, Georgia, Kazakhstan, Latvia, Lithuania, Moldova, Russia, Turkey, Ukraine, Uzbekistan
- **Japan**
- **Advanced Asia:** Australia, Hong Kong, New Zealand, Singapore, South Korea
- **Fast-track Asia:** China, India, Indonesia, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam
- **Latin America:** Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Mexico, Panama, Peru, Puerto Rico, Uruguay, Venezuela
- **Middle East & North Africa:** Bahrain, Egypt, Israel, Kuwait, Oman, Qatar, Saudi Arabia, UAE

### Forecast by Leading Advertising Markets

#### Top ten contributors to adspend growth 2013-2016 (US\$m)



Source: ZenithOptimedia

Interestingly, despite the growth of “Rising Markets” (or those outside of the “mature” markets of North America, Western Europe and Japan), the US is still the biggest contributor of new ad dollars to the global market. Between 2013 and 2016 the US is expected to contribute 26% of the \$90 billion that will be added to global ad spending.

Seven of the ten largest contributors will be Rising Markets, contributing 42% of new adspend over the next three years. Overall, ZenithOptimedia forecasts that Rising Markets will contribute 59% of additional ad expenditure between 2013 and 2016 to increase their share of the global market from 34% to 38%.

## Top Ten Ad Markets

### Top ten ad markets

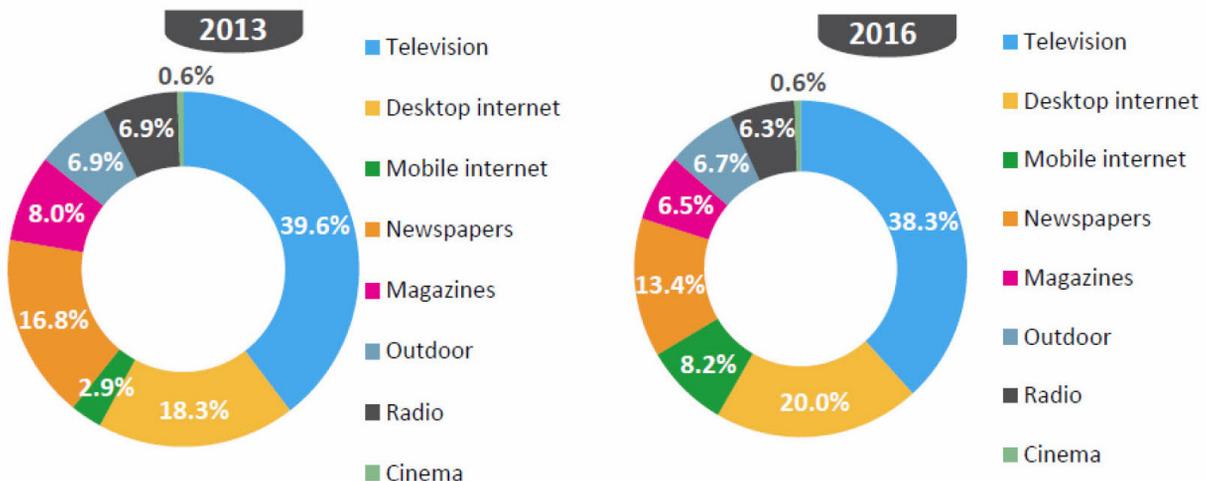
US\$m, current prices. Currency conversion at 2013 average rates.

2013		Adspend	2016		Adspend
1	USA	167,299	1	USA	190,954
2	Japan	43,323	2	China	57,140
3	China	41,414	3	Japan	45,968
4	Germany	24,242	4	UK	25,650
5	UK	20,850	5	Germany	25,337
6	Brazil	14,839	6	Brazil	18,726
7	France	13,250	7	France	13,427
8	Australia	12,262	8	Australia	13,283
9	South Korea	11,115	9	South Korea	13,268
10	Canada	10,835	10	Indonesia	12,770

## Global Advertising Expenditure by Medium

Source: ZenithOptimedia

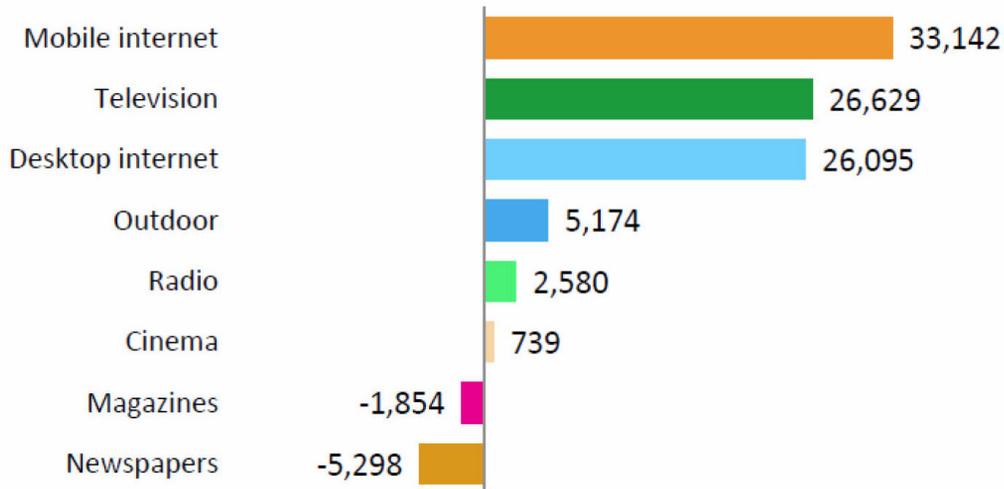
### Share of global adspend by medium (%)



Source: ZenithOptimedia

## Mobile is the Main Driver of Adspend Growth; Video Advertising Remains Dominant

Contribution to global growth in adspend by medium 2013-2016 (US\$m)



Source: ZenithOptimedia

Source: ZenithOptimedia

Mobile advertising, which ZenithOptimedia defines as all internet ads delivered to smartphones and tablets-- whether display, classified or search, and including in app ads, is growing 5.5 times faster than desktop internet. They forecast mobile advertising to grow by an average of 49% a year between 2013 and 2016, driven by the rapid adoption of smartphones and tablets, and the subsequent explosion of mobile search and media consumption.

According to the report, television advertising is growing healthily, but losing market share to brand building on the internet. The World Cup will provide a big boost to television in June and July, but its share of the global advertising market is expected to fall this year, after peaking in 2013. Television's global market share rose slowly but steadily for decades, increasing from 29.9% in 1980 to 39.6% in 2013. That share will erode slightly to 39.4% in 2014 and 38.3% by 2016. This is not because advertisers are withdrawing from television; television adspend should rise at an average of 4.4% a year to 2016. But internet advertising is growing so much faster – at 16.2% a year – partly because it now offers credible brand building alternatives to television.

Programmatic buying allows advertisers to target traditional display ads accurately and efficiently; online video offers high quality content that viewers can watch whenever they want and – using smartphones and tablets – wherever they want; while advertisers are learning how best to use social media to foster long term relationships with consumers. Traditional display is growing at 15.8% a year, online video at 23.9% a year and social media at 29.9% a year. Video advertising remains dominant and online video offers broadcasters the opportunity to tap into the rapid rise of internet advertising. Video advertising as a whole will remain the best way to build brand awareness and engagement for many years to come.

### About ZenithOptimedia

ZenithOptimedia is a leading global media services network with 250 offices in 74 countries, and part of Publicis Groupe, the world's third largest communications group, and the world's second largest media counsel and buying group. ZenithOptimedia's Advertising Expenditure Forecasts report, published quarterly, contains forecasts of advertising expenditure by medium for 80 countries. It has been published continually since 1987, and is used by agencies, media owners, banks, analysts, consultants, academics and governments around the world.



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sources: Japan Audit Bureau of Circulation (ABC) average of Jul.-Dec.2013

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## *Two Sources on “Ambush Marketing” Timed to World Cup*

The World Cup may a premiere global brand sponsorship opportunity, yet it also raises questions about consumer misperceptions surrounding key sponsors, as well as controversial marketing practices among non-sponsors. Two interesting sources- a study and a legal resource guide- have been introduced this spring.

Timed to the start of the FIFA World Cup on June 12, GlobalWebIndex, a market research firm headquartered in both London and Singapore, asked members its Real-Time panel to identify the tournament’s official sponsors. GlobalWebIndex is described by The IAB/ Internet Advertising Bureau as the world’s most detailed syndicated research into online consumer behaviors, covering 31 key global markets and 87% of the world’s internet population.

The company invited internet users in Brazil, the US and the UK to pick official World Cup sponsors from a selection of 38 brands--(comprising all of the official sponsors, as well as a range of competitors.

Here are some key findings posted on the GlobalWebIndex site:

- Coca-Cola (sponsor since 1978), Adidas (since 1970) and McDonald’s (since 1994) are the most recognized World Cup sponsors, confirming the positive impact of being a long-standing partner. Coca-Cola had the best figures of all – it was selected by two thirds in the UK and USA, as well as 85% in Brazil.
- MasterCard – a previous sponsor between 1990 and 2006 – is still heavily associated with the games. Overall, 38% of people identified it as an official 2014 partner – not far behind the 42% scored by current sponsor Visa.
- Recognition levels for all of the core sponsors are highest in Brazil, showing the heightened levels of brand awareness to be found in the host nation.
- Brands which have been running heavily football-themed marketing campaigns – in spite of having no official link with FIFA – were picked as sponsors by significant minorities. Nike, for example, with its ads featuring Ronaldo, Rooney, Neymar, and others – was selected by nearly a third of people in the UK and US, as well as over 40% in Brazil. Similarly, Samsung is believed to be a sponsor with ads in which include Ronaldo, Rooney and Messi.
- People in the UK are most likely to believe that Carlsberg is an official sponsor, while Puma, Amex and Pepsi all score their highest percentages in the US. Brazilians are much more likely to believe that P&G – an official sponsor for the 2016 Rio Olympics – is also associated with the World Cup.

*“With marketers using social media to try to stay relevant to consumers on a real-time basis, it is easier than ever for marketers to unwittingly step over the line.”*

The Global Advertising Lawyers Alliance (GALA) has released *Ambush Marketing: A Global Legal Perspective*, which summarizes laws and other rules governing ambush marketing in 52 countries around the world. “Ambush marketing,” defined as a controversial marketing practice that pits non-sponsors against rights holders, is as prevalent as ever, as marketers seek to associate themselves, rightly or wrongly, with significant sporting or entertainment events.

According to the *Ambush Marketing Report*, most countries do not have specific legislation addressing ambush marketing. Therefore, rights holders, event producers, and official sponsors generally have to rely on traditional trademark and unfair competition law to protect their rights.

Some jurisdictions have enacted event-based legislation that addresses ambush marketing practices when they were required to do so by rights holders, such as the International Olympics Committee or FIFA, in order to get the rights to host the event. For example, Brazil enacted its General World Cup Law (“Lei Geral da Copa” -- Law 12.663/2012) in June 2012 after being awarded the right to host the FIFA World Cup.

“We anticipate that more countries will enact event-based legislation to help protect against unwanted ambush marketing,” said Alex Kelham of Lewis

Silkin, GALA’s United Kingdom member. “Existing laws are often not sufficient to combat or deter many creative forms of ambush marketing. Rights holders therefore push governments of host countries to enact special legislation to protect their sponsors’ exclusive rights of association, and thereby preserve a primary source of funding for the event,” she said.

Countries take many different approaches to addressing ambush marketing, adopting a wide variety of rules and enforcement practices. “It is critical for global marketers to understand the rules of the road,” said Jeffrey A. Greenbaum, Managing Partner of Frankfurt Kurnit Klein & Selz in New York and GALA’s Chairman. “With marketers using social media to try to stay relevant to consumers on a real-time basis, it is easier than ever for marketers to unwittingly step over the line.”

The Guide, which updates GALA’s 2011 edition and is available at <http://www.gala-marketlaw.com/files/GALAAmbushMarketing.pdf>, addresses legal, regulatory, and commercial considerations and includes recent enforcement actions in the field of ambush marketing.





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## ALL EYES ON BRAZIL! HONORING THE BRAZIL 50

What better time to acknowledge Brazilian talent than during the FIFA World Cup in Rio? **The Internationalist** is honoring 50 marketing leaders in Brazil who are setting new standards for their own huge market and for the world. No doubt, these individuals will inspire the industry at large to recognize Brazil's marketing significance, its easy embrace of our social/digital world, and its unique set of advertising and media solutions—all worthy of world class initiative.

**THE BRAZIL 50** are among those leaders who will enable Brand Brazil to take its image and capabilities as a nation beyond soccer and samba as it moves forward to becoming the world's 5th largest economy. Their activities contribute to showcasing Brazil as a center of excellence—particularly its extraordinary reputation for advertising and marketing innovation.

Brazil is on the mind of every marketing executive today. The country enjoys an international reputation for producing some of the world's most creative advertising, and largely continues with a full-service agency structure. Ad Executives also achieve celebrity status in Brazil, while the Brazilian public enjoys and admires advertising, especially when it is entertaining. If past World Cups can serve as examples, Rio's 2014 sporting event will boost the country's advertising industry by at least 5%. In fact, 2014 investments in media are estimated at some R\$ 6.51 billion by Ernst & Young. The Olympics in 2016 will also boost expenditures.

These individuals represent some of Brazil's most engaging brands. Some of **THE BRAZIL 50** hail from multinational organizations with a long history of global brands; others are talented locals working for the country's biggest marketers; some have Latin American responsibilities, but make their center of influence Sao Paulo. All share a passion for innovative and responsible brand-building. Without a devotion to excellence and desire to generate strong results, their brands would not have built long-term success in this extraordinary country.

Earlier this year, **The Internationalist** named **Fernando Chacon**, Chief Marketing Officer of Banco Itaú as one of our Internationalists of the Year. Itaú's signature World Cup commercial, produced by acclaimed Brazilian agency, Africa, has only served to reinforce that global honor which marked the first Brazilian brand acknowledged by **The Internationalist** on a global platform. Few marketers in Brazil carry the CMO title; most top talent serves as Diretor de Marketing.

The foundation of this list originated from Marketing Consultancy **Grupo Consultores** through the results of their ongoing agencyScope studies which ask industry leaders to name top marketing talent. Others contributed, including Cortex Media, BBC, Publicitas, Africa, and other local partners.

The focus of **The Internationalist** is to connect the *people & ideas* in international marketing through content, intelligence, thought leadership, community, collaboration and influence. Since 2003, **The Internationalist** has been honoring those industry pioneers who further the role of multinational marketing as *Internationalists of the Year, Innovators, Trendsetters, The 100, The Latin American 100, the Next*

*50, The European 50, The Asia 50, The China 50*, now **THE BRAZIL 50** represents the global importance of the country to marketing.

**THE BRAZIL 50** will be chronicled in **The Internationalist** through e-newsletters, websites, the print edition and other mobile and tablet versions, as well as through its association with the ANA (Association of National Advertisers), the advertising industry's oldest and largest marketer association, headquartered in New York. These Brazilian marketers will be celebrated in an elite, peer-to-peer dinner later in São Paulo this year.

Company	Name	Title
ADIDAS	Rodrigo Messias	Director of Marketing
ALPARGATAS/ Havaianas	Rui Porto	Director of Marketing & Media Consultant
AMBEV	Mateus Schroeder	Head of Marketing - Antarctica Beer
AMBEV	Thiago Guedes Hackradt	Brand Manager, Skol 360
BANCO ITAU UNIBANCO	Eduardo Tracanella	Director of Marketing
BOMBRIL	Marcos Scaldelai	President
Brazilian Advertisers Association/ ABA	Ricardo Monteiro	Director of Communications
CLARO	Bianca Ribeiro	Director of Marketing
COCA-COLA	Adriana Knackfuss	Real Time Marketing Director
COLGATE PALMOLIVE	Damian Pirichinsky	Marketing Director
DANONE	Ricardo Vasques	Vice President of Marketing
DANONE	Cesar Augusto Tavares	Brand Director- Activia; Head of Innovation & Health Affairs
DE MASTER BLENDERS	Ricardo Chueiri de Souza	Director of Marketing
DIAGEO	Tania Cesar	Marketing and Customer Marketing Director
ELO	Luis Cassio Oliveira	Director of Marketing & Communications
FIAT	João Batista Ciaco	Advertising & Relationship Marketing Director Latin America & Brazil

<b>Company</b>	<b>Name</b>	<b>Title</b>
<b>GE</b>	Sergio Giacomo	Director of Corporate Communications
<b>GRENDENE</b>	Renata Guerra	Marketing Coordinator
<b>GRUPO BOTICARIO</b>	Edson Shinohara	Head of Media, Regional Marketing & Marketing Financials
<b>Grupo Boticário/ EUDORA</b>	Claudio Oporto	Executive Director
<b>HYUNDAI</b>	Cassio Pagliarini	Director of Marketing
<b>JBS FOODS/ SEARA</b>	Eduardo Bernstein	Director of Marketing
<b>JOHNSON &amp; JOHNSON</b>	Bettina Walker Fladt	Global Marketing Vice President- Consumer Products
<b>JOHNSON &amp; JOHNSON</b>	Daniella Brissac	Marketing Director - Latin America (Baby & Adult Brands)
<b>MONDELEZ INTERNATIONAL</b>	Marcos Bonfim	Head of Media Planning
<b>NATURA</b>	Vanessa Giannotti	Advertising Manager
<b>NESTLÉ</b>	Lilian Miranda	Business Unit Director
<b>NET</b>	Marcio Carvalho	Director of Marketing
<b>NEXTEL</b>	Alex Rocco	Marketing Communications & Advertising Director
<b>OI/TELEMAR</b>	Eric Albanese	Consumer Communications Director
<b>PEPSICO BEVERAGES</b>	Nora Mirazon Machado	Director of Marketing , Innovation & Consumer Engagement
<b>PEPSICO FOODS</b>	Patricia Kastrup	VP Marketing
<b>PETROBRAS</b>	Mariana Ribeiro Bieler	Media Manager
<b>PROCTER &amp; GAMBLE</b>	Gabriela Onofre	Director of Marketing & Communications
<b>RED BULL</b>	Jaime Cacharron	Head of Marketing Latin America at Red Bull
<b>SANTANDER</b>	Paula Nader	Director of Brand Marketing
<b>SONY ELECTRONICS</b>	Carlos Paschoal	Marketing Officer
<b>TAM AIRLINES</b>	Eduardo Costa	Director of Marketing
<b>TELEFONICA</b>	Lylían Brandão	Director of Advertising & Brand Sponsorships Latin America
<b>TIM BRASIL</b>	Livia Marquez	Director of Advertising & Brand Management
<b>UNIMED RIO</b>	Mauro Madruga	Director of Marketing
<b>VISA</b>	Bety Tichauer	Senior Marketing Director
<b>VIVO</b>	Cris Duclos	Director of Marketing

# GLOBETROTTERS



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

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



## BROWN FORMAN'S CARMEN D'ASCENDIS TO AMSTERDAM IN NEW MD ROLE

Carmen D'Ascendis' long career with Brown-Forman defies current statistics that tend to measure the tenure of CMOs in months rather than years. He started at Brown-Forman, one of the top 10 global spirits companies, over 20 years ago when he entered the business as a merchandising representative for

the company. Since that time, he has lived in seven cities on four continents while working in 40 countries on behalf of the company and especially for Jack Daniel's, the world's best-selling whiskey brand.

This month, he adds another city to that international roster as he moves from Brown-Forman's Global Headquarters in Louisville, Kentucky to Brown-Forman's European Headquarters in Amsterdam where he will serve as Senior Vice President Global Managing Director Vodka, and shift his focus from Jack Daniel's to Finlandia Vodka and Chambord Liquor.

His responsibilities and geographies underscore a level of brand experience and thought leadership that few achieve, which led to his being named a 2012 Internationalist of the Year. Carmen's own roots in are in the US, but, he is a true internationalist and true citizen of the world. His international career at Brown-Forman began in the late '90s in London as Area Manager of Duty-Free for Europe and Scandinavia. He then relocated to Germany to take on his first country-specific Marketing Manager role. That soon led to a new assignment and a new continent when he became Regional Director of Australia and New Zealand. His next transfer took him to Japan as the country's Commercial Director where he delivered the two best financial years in that market's history. While based in Tokyo, Carmen took on the additional role of Brand Director for Jack Daniel's

Asia Pacific and uncovered consumer insights that led to the redevelopment of Jack Daniel's Single Barrel as the new "face" of the JD trademark. He then returned to the US to become Director of Global Marketing for Jack Daniel's Tennessee Whiskey.

We wish him well in a new city and new category, and have no doubt that his successes will only continue.

## INTERNATIONALIST FROM TURKISH AIRLINES MOVES TO SUNEXPRESS VENTURE

Earlier this year, *The Internationalist* named Faruk Çizmecio lu, Chief Marketing Officer and Board Member of Turkish Airlines, as a 2013 *Internationalist of the Year* for his extraordinary work in helping the company become a major player in the highly-competitive international airline industry. Turkish Airlines is now ranked as the 4th largest carrier in the world in terms of number of destinations. Faruk's marketing efforts included international sports megastars Kobe Bryant and Lionel Messi as global brand ambassadors for the airline via a "Widen Your World" campaign that ran in the US and more than 170 countries worldwide.

Now after officially retiring from Turkish Airlines, he will work his magic again for his home country of Turkey and an airline industry that he knows so well. Faruk Çizmecio lu has taken on a new role as Executive Vice President of SunExpress Airlines, a joint venture between Lufthansa and Turkish Airlines. Based in Antalya on the Turkish Riviera, SunExpress operates scheduled and chartered passenger flights to various destinations in Europe, Asia and North Africa. The airline also made news in 2012 when it constructed a new, "environmental friendly" headquarters building called SunExpress Plaza, which underscored its name via solar roof panels that generate enough electricity to supply power to all of the computers, among other features.



## TOP MARKETING & AGENCY EXECs MOVE TO MEDIA

**Marc Speichert**, named an *Internationalist of the Year* this year for his contributions as CMO of L’Oreal, particularly in the area of digital marketing, has moved to Google. L’Oreal Paris has since named **Marie Gulin**, who served the company most recently as Global Head of Integrated Marketing Communications, as his successor.

Interestingly, Marc Speichert’s new role at the tech giant will be within the Global Client and Agency Solutions Division, created to encourage marketers to spend more of their brand advertising budgets on such Google platforms as YouTube, search, and Google+.

During a quarterly earnings session with investors earlier this year, **Nikesh Arora**, Google’s Chief Business Officer, underscored how his company’s platforms were overtaking traditional media to become “central to the biggest brand campaigns in the world.” He said, “The marketing sector is at a significant industry moment where marketers who historically built their brands on TV are reorienting their creative, planning and investments with digital at the center.”

Marc Speichert’s will report to **Kirk Perry**, also a former marketer at Procter & Gamble, and will also join **Lucas Watson**, another P&G alum now heading YouTube sales, and **Bob Arnold** formerly of Kellogg’s who now runs Google’s Digital Ad Strategy for North America-- clearly underscoring a trend on the part of Google to infuse their executive level with top marketing talent.

Perhaps, though, this trend is wider than Google.



In April, AOL announced that global marketing veteran, and former Worldwide Vice President of the Global Marketing Group at Johnson & Johnson, **Kim Kadlec** was joining the company as Head of Relationship Management. Her focus now at AOL is to build strategic distribution partnerships with leading, large-

scale organizations to strengthen and grow the audience for AOL’s content, brands, and platforms around the world. This includes increasing the delivery of AOL’s content to grow viewership. The role was newly created and is based in New York. She will report both to Tim Armstrong, AOL Chairman and CEO, and Susan Lyne, CEO of AOL’s Brand Group. Before her eight-year career with J&J, Kim Kadlec was at NBC Universal as Vice President of Branded Entertainment.

The move comes six months after **Alison Lewis**, formerly VP-strategic marketing at Coca-Cola’s North America Group,



stepped into Johnson & Johnson’s first Global CMO role.

In a similar shift, **Jacki Kelley**, Chief Executive Officer of IPG Mediabrands North America and President of Global Clients, accepted a new position in June as chief operating officer of media for Bloomberg Media.

Ms. Kelley made headlines when she moved to the media agency side of the business in 2009 as President of UM North America, followed by her promotion to UM’s Global CEO in 2011, after serving in a number of executive sales positions at Yahoo, Martha Stewart Living Omnimedia and *USA Today*. She is also credited with leading IPG’s initial win of the Microsoft business. This April, however, Microsoft made changes to its agency roster after a review and chose Interpublic Group as agency of record for advertising and global deployment, but moved the media planning, media buying and search advertising to Dentsu Aegis.

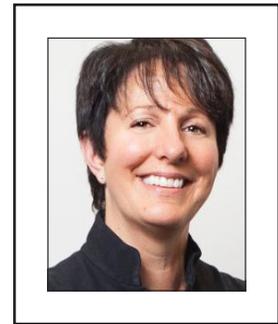


## INNOVATORS IN NEW ROLES—

When **Kristi Argyilan** was named an *Internationalist Agency Innovator* in 2011 as UM’s Chief Transformation Officer in San Francisco, she said in her interview: “I am an organizational innovator. I have the vision and the operational acumen to execute so my conceptual plans can be seen in tangible results and execution.” She proved those words to be true, as this June she moved from the agency side to a new role as SVP, Media & Guest Engagement at Target, the #2 discount retailer in the United States known for its stylish marketing.

Now based at Target’s headquarters in Minneapolis, she leads a team that is transforming all paid, owned, earned and shared media channels for the Target brand, which includes all Media, Guest Public Relations and Events. (Target is well known for calling its shoppers “guests.”)

Interestingly, Kristi began her career in on the marketer side of the business at The Clorox Company in 1992 as an Associate Manager of Media Development, then took on various agency responsibilities at Goodby, Silverstein & Partners, Hill Holliday, Arnold, and UM. Her role prior to Target was President of Magna Global where she helped to drive Mediabrands’ Automation agenda of making smarter marketing and media investment decisions faster—at the nexus of data, technology and media partnerships. What



could be better preparation for a top retailer with a reputation for innovation?



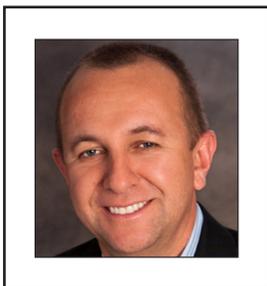
**Steve Williams**, named an **Internationalist Agency Innovator** in 2012 while serving as President of Omnicom’s PHD US, has been appointed the new CEO of Maxus North America, one of the media agencies in WPP’s GroupM portfolio. He took on the role June 1st, and is replacing Louis Jones who retired. Maxus has earned

a reputation as the fastest growing global media agency for the past four years, according to RECMA data. Steve will report to both **Kelly Clark**, Head of GroupM North America, and **Vikram Sakhujia**, Global CEO of Maxus, who’s based in Mumbai, India.

Steve, originally from the UK, spent the last two years at PHD in New York. Prior to the US move, he was based in London as CEO of the OMD Group UK. He has also lived in Australia.

**Vik Kathuria**, named an **Internationalist Agency Innovator** in 2013 while MediaCom’s Managing Partner and Executive VP-Digital Investments and Trading, has been named this spring as the Global Chief Media Officer of Publicis digital shop, Razorfish. He’s responsible for leading the 300 Razorfish media employees and driving digital media strategy, along with management of current international media clients and new business.

Before joining MediaCom in 2008, Vik Kathuria was Senior VP of Digital Media for OMD and served on the client side in senior global marketing positions at Citigroup in New York and PepsiCo in Singapore. Born in New Delhi, he earned his bachelor’s degrees from Delhi University and the London School of Economics, while studying at both Harvard Business School and Clark University for his MBA. He started his career in investment banking and trading with Goldman Sachs in London.



**Mauricio Sabogal**, named an **Internationalist Agency Innovator** in 2011 while President of World Markets for Mediabrands and who was soon promoted to Global Head of IPG Mediabrands newest agency BPN, is moving to become Global CEO of Kinetic

in mid-July. Kinetic is the WPP out-of-home agency that is part of the holding company’s tenthavenue division, which includes other specialty advertising and marketing firms like mobile agency Joule, content publisher Spafax and online performance marketing agency Quisma.

Colombian-born Sabogal has an amazing number of industry honors and recognitions—ranging from one of “The Most Powerful Latinos in the Media Agency Business” to one of “The 100 Most Influential Colombians” to one of “The 20 Most Influential People of the Decade in the Advertising Business in Latin America.” During his tenure at BPN, he also won a Grand Prix in **The Internationalist Awards for Innovation in Media**.

He replaces **Steve Ridley** who stepped down as Kinetic CEO last month after 15 years with Kinetic and its predecessor Poster Publicity.

**Rachel Israel**, named an **Internationalist Agency Innovator** in 2013 while Managing Partner & Account Director at MEC, with 16 years in both global and US roles, has moved to sister GroupM media agency Mindshare as Executive Director. While at MEC, Rachel served in a number of Client Lead roles, which included Marriott International, Energizer Holdings, Sony Mobile, and Bayer Pharmaceuticals.



**James Fox** was named an **Internationalist Agency Innovator** in 2012 as CEO of marketing services company, Red Peak Branding. In May, Red Peak joined Hakuholdo DY Holdings’ new strategic operating unit call *kyu*, which will serve as home for a small, distinguished portfolio of the world’s most entrepreneurial and generative agencies, design firms, and consultancies.

**Michael Birkin**, Founder of Red Peak and former Vice Chairman

Omnicom and Founder of Interbrand, and most recently CMO of Acer, will become CEO of *kyu* beginning July 1.

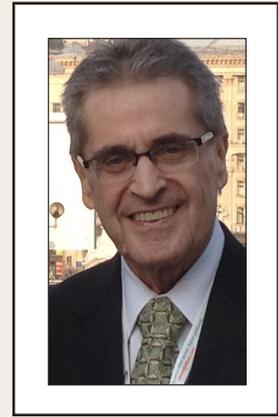
James Fox, who continues as Red Peak CEO said in an announcement, “Since starting in 2010, Red Peak’s focus has been to create transformational work for our clients. This new relationship [with Hakuholdo DY Holdings] broadens our reach and will help us continue to grow and achieve that goal. We’re thrilled to be a part of this new venture.”

## MULTIMEDIA'S FERNANDO MARIANO CELEBRATES 50 YEARS IN COMMUNICATIONS

When people meet Brazilian-born Fernando Mariano, they notice a welcoming smile, hear the lilt of his Portuguese, and can easily recognize a young man who played in a samba band. Most know him from Multimedia, the international media representation company headquartered in Orlando, Florida that he founded in 1991. Multimedia, Inc. now boasts a network of 82 agents in 31 countries.

Yet, an ageless Fernando Marino has just announced that he is celebrating 50 continuous years of work in the field of communications. On May 31st, 1964, shortly before his 18th birthday, he successfully organized his first professional event—a new car showroom and an auto contest in Rio de Janeiro. Over these past five decades, Fernando Mariano has worked in five sectors of communications—events, journalism, video production, marketing, and, for almost the last 25 years, advertising.

We congratulate him and know that there are plenty of years ahead. In fact, we might heed his advice. He admits to being inspired by Gonzaguinha, a fellow Brazilian and well-known composer whose samba tells us “We are the makers of life, how it comes, or can be, or as we want it.”



## NORMAN VALE

After a brave five-year fight against multiple myeloma, Norman Vale passed away peacefully on June 3, 2014 at 84 years old, surrounded by loved ones. Norman had a distinguished career in the advertising business, having been the Managing Director International of Grey Advertising. He later served as the Director General of the International Advertising Association. He had also served in the United States Army in Europe during the Korean War. A native New Yorker, Norman's life was filled with worldwide travel, running, skiing, swimming, rooting for the New York Giants and his beloved Fire Island.

### *I Remember Norman*

I knew Norman Vale for nearly twenty five years. He was ad man supreme: the best of “Man in the Grey Flannel Suit” and “Madmen,” and none of the bad. He not only took pride in his business, but truly relished the friends he met there.

Here are a few things I learned from Norman:

He worked at what he loved, and he loved advertising. He also worked really hard. Every day. That's incredibly simple, but true.

Norman was never embarrassed about working hard, even if the results were failures. He was willing to take chances. He used to say no man ever made a million unless he made a bet. He was willing to be misunderstood. But he was also willing to listen to opposing points of view.

Norman was remarkably loyal. He didn't favor trends or gimmicks. He liked people his own age but he loved to mentor young people as well.

Les Margulis  
Sydney, Australia

Norman was humble. He liked to keep learning. He seemed to read a book a day, and kept tackling new languages.

Most of all, he treasured happiness. He loved nothing more than his family and their beloved beach house at Fire Island. He also loved the black diamond slopes at Aspen. He was at heart an Olympian who never fulfilled that part of his destiny.

Then, when Norman became ill and we watched his life compress into a smaller circle. Once, he'd loved walking through Paris or the streets of New York. Now his life was short walks from his Upper East Side Apartment to the cancer center. Eventually, even ordinary pleasures no longer appealed to him.

Yet, what amazed me, and what I learned from his illness, was how much was still left after so much had been taken away. Thank you, dear Norman, for the memories.

*Les Margulis spent 25+ years in the agency business in New York and throughout the world—largely at BBDO. He and his wife now live in Australia. He continues to teach and consult on international media.*



# Fueling Mass Multi-Channel Customization

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

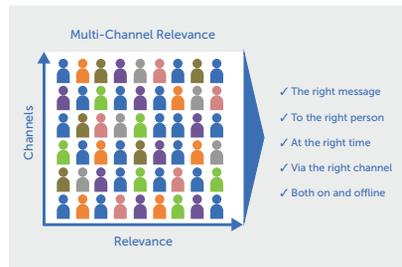
Relevant multi-channel engagement requires orders of magnitude more content.

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

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

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

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



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

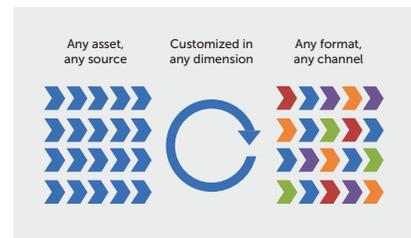
On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

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

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

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

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

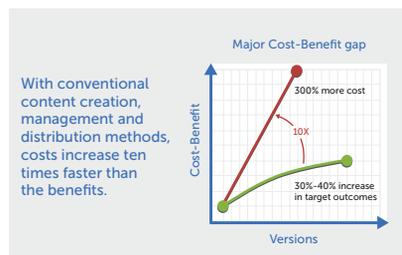


Integrated intelligence provides sophisticated role-based access and editorial rights, while advanced patent-pending automation capabilities provide unprecedented speed, flexibility and cost efficiency.

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

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With conventional content creation, management and distribution methods, costs increase ten times faster than the benefits.

# Maximizing Value & Advantage

With the world's most sophisticated content generation & customization platform

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

### Representative Case Examples:

- 20,000 users in 200+ countries and 20+ languages driving \$100M+ savings in content design and localization costs.
- 65%-85% reduction in content localization and customization costs.
- 57% reduction in campaign production costs with improved targeting, accelerated time-to-market, and improved compliance.

Elateral's technology and services are reducing costs and waste while driving brand consistency around the globe for some of the world's leading marketers. Please **Contact Us** to uncover how we can drive an immediate ROI for your company  
 +1 (877) 914-0789 or  
 infousa@elateral.com

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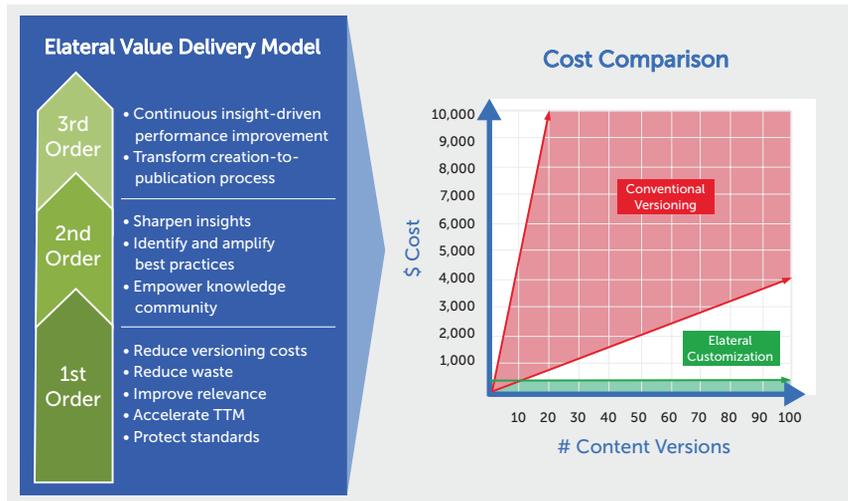
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market. This is where Elateral MSC comes in.

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

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

\*Patent-pending

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



# 100 internationalist INSPIRATIONAL MARKETING LEADERS

THE  
100 LEADERS | 100 IDEAS | 100 POWER BRANDS

The **Internationalist** announces its annual list of 100 Marketing Leaders from around the world to acknowledge those industry executives who are consistently moving our business forward and are the champions of insuring that brands can cross borders with relevance and responsibility. Many represent the world's largest multinational brands; others are disruptors, problem solvers, or provide inspirational examples of worldwide best practices. All are trendsetters, early adopters, and policy-makers who set the tone for an entire industry.

"The reinvention of marketing" is becoming a more critical issue as the industry looks to deliver purpose and meaning to its brand values in a business world increasingly defined by social media, mobility, analytics, "big data" and the need for global growth.

The focus of **The Internationalist** is to connect the people & ideas in international marketing through intelligence, community and influence. Since 2003, **The Internationalist** has been honoring those industry pioneers who further the role of multinational marketing as *Internationalists of the Year*, *Innovators*, *Trendsetters*, *The 100*, *The Latin American 100*, *The Next 50*, *The Europe 50*, *The Asia 50*, *The China 50*, and *The Brazil 50*. Bringing together these individuals has created the foundation of a new peer-to-peer initiative called **THE INTERNATIONALIST 1000**, celebrating the influence of the top 1% of the world's marketers.

**THE INTERNATIONALIST 1000** project--1000 Marketers around the World Reshaping the Future of Marketing- in partnership with the ANA/Association of National Advertisers is a group of dedicated industry leaders who are reshaping our understanding of marketing's expanding role throughout the world.

*All realize that the business of marketing is being rewritten every day.*

You'll recognize many names, as these executives have been mentioned in the pages of *The Internationalist* magazine and our e-newsletters throughout the year. Some have been named *Internationalists of the Year*, *Trendsetters*, *Innovators*, *Idea People* or *Award Winners*, but all share a devotion to excellence and a belief in furthering marketing standards as part of worldwide best business practices. Some may be inspiring people in their home market or around the world. Others are simply risk-takers who demonstrate why status-quo just won't work anymore.

**Highlighting the people & ideas behind today's successful cross-border campaigns and breakthrough accomplishments is at the heart of *The Internationalist's* mission.**

We hope that all of these executives will remain a vibrant part of this community for years to come, and join us in our larger **INTERNATIONALIST 1000** endeavor with the ANA.

**Nick Adams**, Director- CRM, Digital and Loyalty Marketing—**TELSTRA**

**Morten Albaek**, Group Senior Vice President & Chief Marketing Officer—**VESTAS WIND SYSTEMS**

**Janice Alfini**, Director, Global New Markets & Director of Marketplace Intelligence—**DISCOVER FINANCIAL SERVICES**

**Dana Anderson**, Senior Vice-President, Marketing Strategy and Communications—**MONDELEZ INTERNATIONAL**

**Nayantara Bali**, Vice-President Global Skin Category/ Olay Brand Franchise Leader—**PROCTER & GAMBLE**

**Barbara Basney**, Vice President Global Advertising & Media—**XEROX CORPORATION**

**Alicia Bateman**, Vice President, International Development—**RALPH LAUREN CORPORATION**

**Phill Battersby**, Chief Marketing Officer/ Enterprise Businesses, **MICROSOFT Western Europe**

**Joe Bihlmier**, Vice President Global Media—**THE AMERICAN EXPRESS COMPANY**

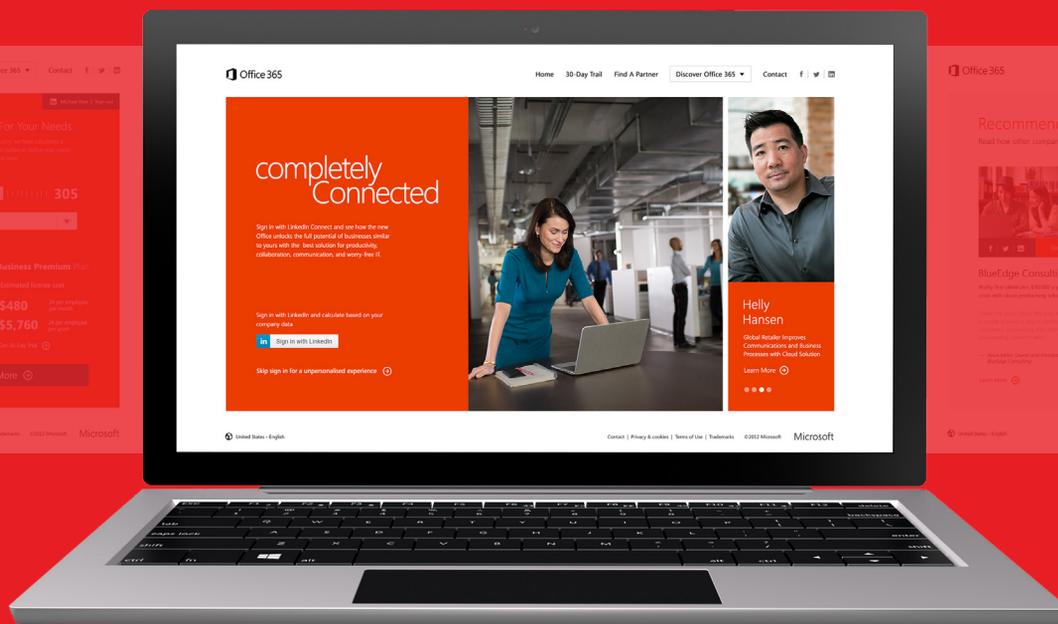
**Pete Blackshaw**, Global Head of Digital Marketing and Social Media—**NESTLÉ**

**Bonin Bough**, VP Global Media & Consumer Engagement—**MONDELEZ INTERNATIONAL**

**Kathy Button Bell**, Vice President & Chief Marketing Officer—**EMERSON**

# The numbers tell the story.

Personalizing the global launch of the new Microsoft Office 365 leveraging LinkedIn for increased engagement.



25%

Increase of Relevant Traffic

33x

Higher Engagement

10x

Higher Conversion

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— MICROSOFT CORPORATION

**Michael Carlin**, Senior Vice President International Media & Planning—  
WARNER BROS. PICTURES INTERNATIONAL

**Chad Carlson**, Senior Director- Global Online Advertising, Paid Search &  
Agency Management—ORACLE CORPORATION

**Zita Cassizzi**, Chief Digital Officer, TOMS

**Fernando Chacon**, Chief Marketing Officer—ITAU UNIBANCO

**Julie T. Chan**, Senior Director International Media & Agency Relations—  
PFIZER Consumer Healthcare

**Joan Chow**, Executive Vice President and Chief Marketing Officer—  
CONAGRA FOODS CORPORATION

**Helen Clark**, Head of Corporate Marketing—CHEVRON

**Wendy Clark**, Senior Vice President, SVP, Global Sparkling Brand  
Center at The Coca-Cola Company —THE COCA-COLA  
COMPANY

**Jesper Colding**, Vice President/ Head of Marketing Division—MENGNIU  
Dairy Company China

**Eduardo Conrado**, Senior Vice President, Marketing & IT—MOTOROLA  
Solutions

**Beth Comstock**, Senior Vice President and Chief Marketing Officer—GE

## C to K

**Frank Cooper III**, Global Chief Marketing Officer of Consumer Engagement—**PEPSICO**

**Tom Daly**, Group Director, Global Connections—**THE COCA-COLA COMPANY**

**Cathy Davies**, Vice President, Head of Brand & Communications—**SONY**  
**ERICSSON**

**Carmen D'Ascendis**, Senior Vice President Global Managing Director Vodka—**BROWN FORMAN**

**Roel de Vries**, Corporate Vice President, Global Head of Marketing,  
Communication and Brand Strategy—**NISSAN**

**Allison Dew**, Vice President Global Marketing—**DELL**

**Luis Di Como**, Senior Vice President Global Media—**UNILEVER**

**Michael Donnelly**, SVP, Group Head Global Digital Marketing—**MASTERCARD**  
**WORLDWIDE**

**Craig Dubitsky**, Founder & CEO—**HELLO PRODUCTS**

**Trevor Edwards**, President—**NIKE Brand**

**Andrew England**, Executive Vice President and Chief Marketing Officer—  
**MILLERCOORS**

**Lauren Flaherty**, Executive Vice President & Chief Marketing Officer—**CA**  
**TECHNOLOGIES**

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**Gerardo Garcia**, Global Director, Marketing Technology Platforms, Global Marketing & Commercial Leadership—**THE COCA-COLA COMPANY**

**Mary Gerzema**, Vice President Global Media—**THE ESTEE LAUDER COMPANIES**

**Katy Giffault**, Vice President Global Consumer Insights & Consumer Care—**HASBRO, Inc.**

**Jack Haber**, Vice President, Advertising and Digital—**COLGATE-PALMOLIVE**

**Susie Hamlin**, Director Global Strategy & Advocacy—**CISCO**

**Jason Hill**, Director of Global Media Strategy—**GE**

**Arun Hozack**, Vice President Marketing—**RED BULL North America**

**Per Hjuler**, Senior Vice President-Innovation & Consumer Marketing—**The LEGO Group**

**Judy Hu**, Chief Marketing Office, Managing Director—**BNY Mellon**

**Mark P. Ingall**, Managing Director/Head of Global Strategic Media—**CITI GROUP**

**Brad Jakeman**, President, Global Beverages Group—**PEPSICO**

**Ben Jankowski**, Group Head of Global Media—**MASTERCARD WORLDWIDE**

**Johan Jervoe**, Global Group Chief Marketing Officer—**UBS**

**John Kennedy**, Vice President Marketing, Global Business Services—**THE IBM CORPORATION**

## K to Q

**Michelle Klein**, VP, Smirnoff Global Marketing, Communications & Digital—  
**DIAGEO**

**Jill Kluge**, Group Director of Brand Communications—**MANDARIN ORIENTAL  
HOTEL GROUP**

**Rob Langtry**, Global Chief Strategy and Marketing Officer—**AUSTRALIAN WOOL  
INNOVATION/ WOOLMARK**

**Esther Lee**, Senior Vice President, Brand Marketing, Advertising and  
Sponsorships—**AT&T**

**Kristin Lemkau**, Chief Marketing Officer—**JPMORGAN CHASE**

**Alison Lewis**, Global Chief Marketing Officer—**JOHNSON & JOHNSON**

**Ann Lewnes**, Senior Vice President, Chief Marketing Officer—**ADOBE**

**Gerardo Llanes Álvarez**, Executive Director of Marketing—**MEXICO  
TOURISM BOARD**

**Amy Lou**, Director of Global Brand Marketing—**HUAWEI DEVICES**

**Abby Lunardini**, Vice President Marketing & Communications—  
**VIRGIN AMERICA**

**Oliver Maletz**, Head of Connections Planning, Media & International  
Communication—**VOLKSWAGEN AG**

**Nagisa Manabe**, Chief Marketing and Sales Officer/ Executive Vice President—  
**UNITED STATES POSTAL SERVICE**

**Sarah Manley**, Chief Marketing Officer—**BURBERRY**

**Hernan Marino**, SVP Global Marketing—SAP

**Tim Mapes**, Senior Vice President Marketing—DELTA AIRLINES

**Marc Mathieu**, Senior Vice President Marketing—UNILEVER

**Nicolas Maurer**, Corporate Vice President Marketing/ Head of Global Business Unit Face and Skincare—BEIERSDORF

**Nadine McHugh**, Vice President, Global Integrated Media Communications—  
COLGATE PALMOLIVE

**Lee Nadler**, Director, Marketing Communications Manager—MINI USA

**Steve Pacheco**, Managing Director of Advertising—FedEx

**Marlena Peleo-Lazar**, Chief Creative Officer—MCDONALD'S CORPORATION

**Tony Palmer**, President, Global Brands & Innovation—KIMBERLY-CLARK  
CORPORATION

**Teresa Poggenpohl**, Managing Director Global Image—ACCENTURE

**Lisa Pomerantz**, SVP, Global Communications & Marketing—  
MICHAEL KORS

**Ivan Pollard**, Vice President, Global Connections—THE COCA-COLA COMPANY

**Marc Pritchard**, Global Brand Building Officer—THE PROCTER & GAMBLE  
COMPANY

**Stephen Quinn**, Executive Vice President and Chief Marketing Officer—  
WALMART

## Q to W

**Karen Quintos**, Senior Vice President and Chief Marketing Officer—DELL

**Babs Rangaiah**, Vice President Global Media Innovation—UNILEVER

**Roberto Ricossa**, Vice President, Marketing & Inside Sales—AVAYA

**Clayton Ruebensaal**, Vice President Global Marketing—THE RITZ-CARLTON  
HOTEL COMPANY

**Bob Rupczynski**, Vice President-Media, Data & CRM— KRAFT FOODS GROUP

**Lisa Shalett**, Partner and Global Head of Brand Marketing and Digital Strategy,  
GOLDMAN SACHS

**Américo Campos Silva**, Global Marketing Manager—SHELL BRANDS  
INTERNATIONAL

**Shiv Singh**, Senior Vice President Global Brand & marketing Transformation—  
VISA

**Clive Sirkin**, Vice President & Chief Marketing Officer—KIMBERLY-CLARK  
CORPORATION

**Jim Speros**, Executive Vice President and Chief Marketing Officer—FIDELITY  
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**Simon Sproule**, Vice President, Communications & Marketing—TESLA  
MOTORS

**Jon Suarez-Davis**, Vice President of Global Media & Digital Strategy—  
KELLOGG'S

**Marisa Thalberg**, Head of Corporate Digital and Content Marketing Worldwide—  
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**Joseph Tripodi**, Executive Vice President and Chief Marketing & Commercial Officer—**THE COCA-COLA COMPANY**

**Eelco van der Noll**, Global Head of Sports & Entertainment—**AB InBev**

**Peter Vaughn**, Senior Vice President of International Consumer Products and Marketing, Global Network and International Card Services—**AMERICAN EXPRESS**

**Peter Vittori**, Managing Director Sales and Marketing for Latin America & The Caribbean—**AMERICAN AIRLINES**

**John Wallis**, Chief Marketing Officer—**HYATT HOTELS CORPORATION**

**Colin Westcott-Pitt**, Vice President of Marketing—**HEINEKEN**

**Rodney Williams**, Senior Vice President Marketing—**MOET HENNESSY USA**

**THE 100**, acknowledged here, are among today's most inspirational marketers. They form the foundation of a new peer-to-peer initiative called **THE INTERNATIONALIST 1000**, in global alliance with the ANA, which extends the influence of the top 1% of the world's marketers, so that all in marketing can benefit from their insights and experience.

**THE INTERNATIONALIST 1000**, or *1000 Marketers around the World Reshaping the Future of Marketing*, embrace today's fast-paced challenges, think differently, seek innovative ideas, experiment with new forms of communications, and generate strong results. They represent a broad array of job titles, geographies, product categories, and organizations. All share a passion for the new, a devotion to excellence, a belief in furthering marketing standards, and the recognition that the reinvention of marketing builds a stronger society and fuels economic development.

Their thinking also helps establish a set of principles that underscore how marketing—in its rapidly changing forms—can be both purposeful and a highly evolved business discipline to serve as a new reference point for all C-Suite executive

# Over-The-Air TV Advertising Receives A Reprieve



Eric Vaughn-Flam is a Senior Partner of the firm Sanders Ortoli Vaughn-Flam Rosenstadt LLP, [www.sovrlaw.com](http://www.sovrlaw.com) where he heads the Intellectual Property and Advertising Departments

*Eric Vaughn-Flam is a Senior Partner of the law firm Sanders Ortoli Vaughn-Flam Rosenstadt LLP, [www.sovrlaw.com](http://www.sovrlaw.com), where he heads the Intellectual Property and Advertising Departments. This Article was written with the assistance of Alexandra Buller, J.D. candidate and Lindsay Marturano, Esq.*

The lawsuit, *American Broadcasting Companies, Inc. v. Aereo Inc.*,<sup>1</sup> has been for quite some time heralded the demise of over-the-air advertising. This is the case in which the Brooklyn based company leased individual television antennas to subscribers allowing them to watch and record over-the-air television programming and stream the content to their computers remotely.<sup>2</sup> Aereo neither owned the copyright to the broadcast content, nor held a license from the copyright owners to perform those works publicly. The danger with Aereo's service is that it provided users with a DVR utility that allowed them to skip commercials entirely.

Last week the United States Supreme Court decided the case against *Aereo*, finding that *Aereo's* approach to streaming major broadcast networks' content to subscribers violated television networks' copyrights. In a 6-3 decision the Supreme Court explained that *Aereo* infringed the networks exclusive right to perform copyrighted work by selling its service that allows viewers to simultaneously watch over-the-air TV over the Internet without paying a cent to TV networks and program developers.

*Aereo* argued that because it sent the broadcasts to its individual subscribers it was not a public performance under U.S. Copyright law. Justice Breyer explained when reading the language of the Copyright Act in light of its purpose, "the Act is unmistakable: An entity that engages in activities like *Aereo's* performs."<sup>3</sup>

What may be unsettling to broadcasters is that this decision was very narrow in scope and "will not have the effect of discouraging or controlling the emergence or use of different kinds of technologies."<sup>4</sup> Justice Breyer elaborated that the Court will wait to address questions involving remote storage DVRs, cloud computing, and other novel issues that weren't present in this case.<sup>5</sup>

What this means is that this decision is limited specifically to *Aereo's* particular technology and that other current technology may pose similar threats to broadcasters and advertisers. For example, Dish Hopper and Simple TV allow users to record broadcast TV and later skip commercials entirely with the touch of a button. These companies may be considered different from *Aereo* because they require customers to buy individual antennas or boxes, which are used to capture the broadcast signals in the customers' homes. On the other hand, *Aereo's* subscribers only lease individual antennas located in the centralized warehouse, which capture and then transmit the show to each individual subscriber at the customer's request. These distinctions are of little comfort to the broadcast or advertising industries.

If the Court addresses similar emerging technologies in the future that allow customers to watch broadcast content commercial free, its decision could, yet again, wreak havoc on current advertising models, and once again forcing players in the advertising world to change their strategies or run the risk of becoming obsolete.

<sup>1</sup> *Am. Broad. Co. v Aereo, Inc.*, 573 U.S. \_\_\_, 1 (2014)

<sup>2</sup> *Id.* at 2. *Aereo's* system consists of thousands of small antennas housed in a centralized warehouse, each tuned to respond to an individual customer's demand for a particular TV program, and through those antennas it delivers to each customer their own personal copy, at the customer's request. For a monthly fee of \$8-12, *Aereo* offered subscribers broadcast television programming over the Internet, virtually as the programming is being broadcast.

<sup>3</sup> *Id.* at 4.

<sup>4</sup> *Id.* at 15-16.

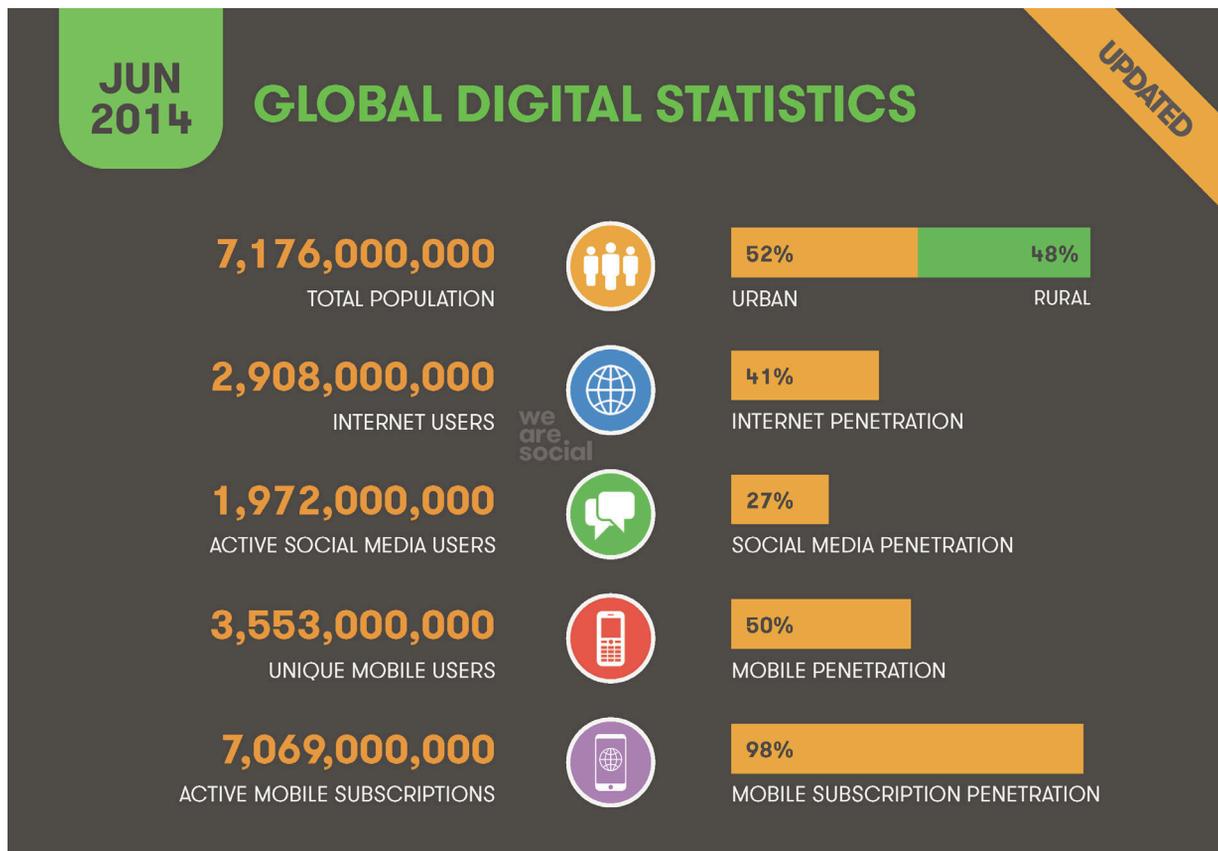
<sup>5</sup> *Id.*

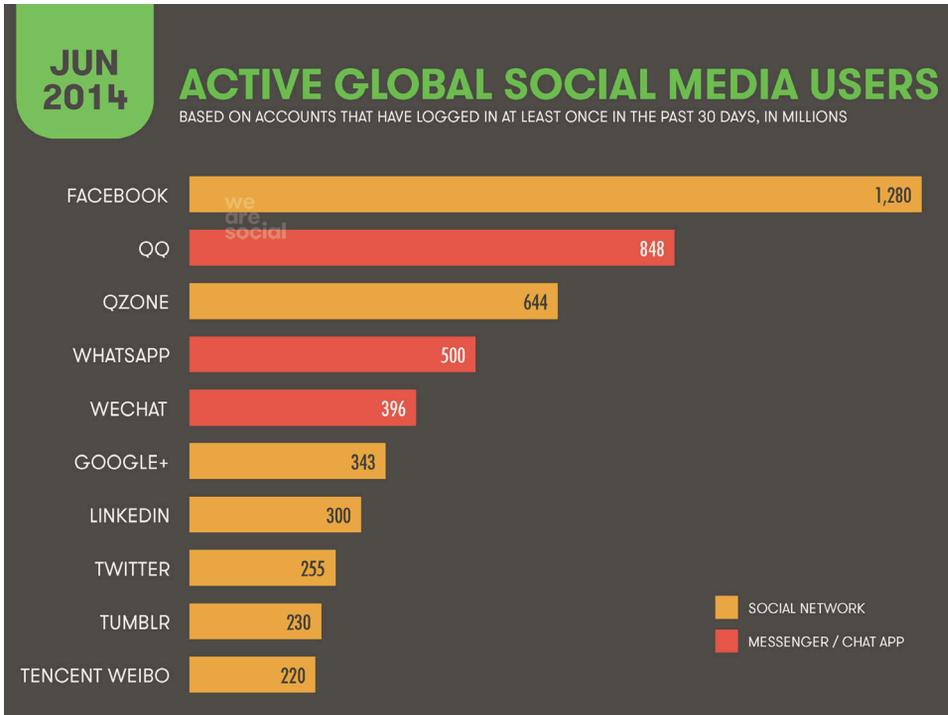
# Social Media, Internet and Mobile Usage across The Americas

*How does the region compare to the rest of the globe?  
Where does Brazil place?*

With all eyes on Rio, as well as on some extraordinary viral advertising from the best of Brazilian agencies, The Internationalist wanted to offer data and behavioral indicators on the digital landscape of the broader Americas region, as well as show how Brazil places within it. Global social media agency We Are Social has just curated a comprehensive, 30-country study of Social Media, Internet and Mobile use across The Americas, and some key findings include:

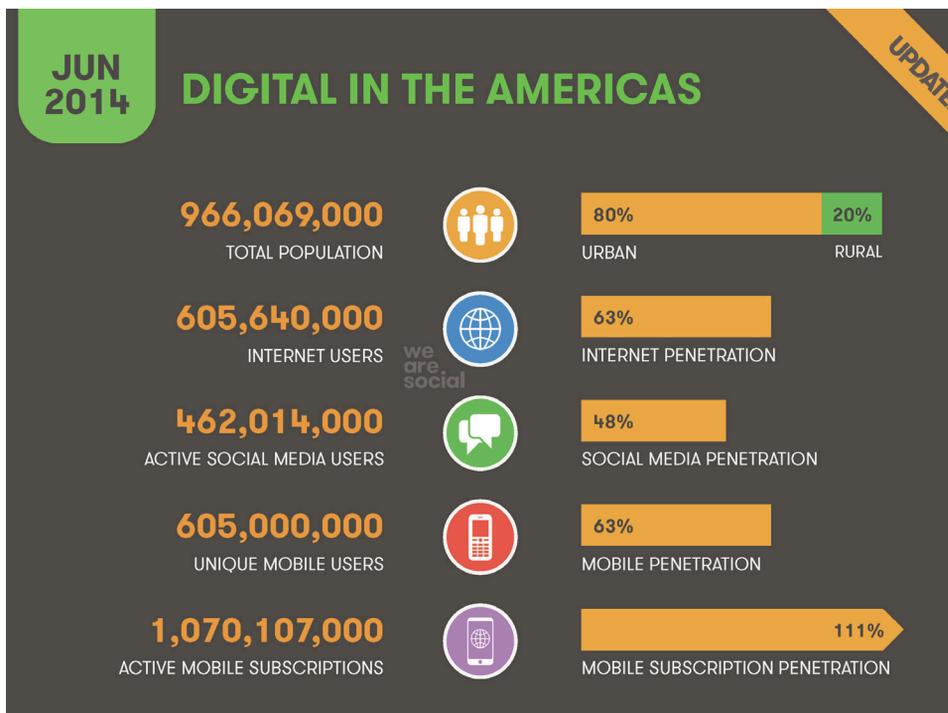
- 63% of people living in The Americas use the internet, but this varies wildly country to country - from 95% in Canada to just 12% in Haiti
- Almost half of the region's population used Facebook in the past 30 days - 80% of them on mobile devices
- Almost two-thirds of the region has a mobile phone, with the average user maintaining 1.77 active subscriptions - but only 39% of these are 3G





#### Global Social Media Overview

- Brands belonging to China's Tencent now account for three of the top five social media platforms in the world, with Qzone, QQ and WeChat all recording growth.
- Facebook showed more modest relative growth, but still recorded 50 million new active users since February.
- Google+'s reported active user numbers grew roughly 14% in the same period, up from 300 million, while LinkedIn posted 16% growth.
- The big growth story is WeChat, which posted 46% growth – almost 125 million new monthly active users (MAUs) – since We Are Social's last update.

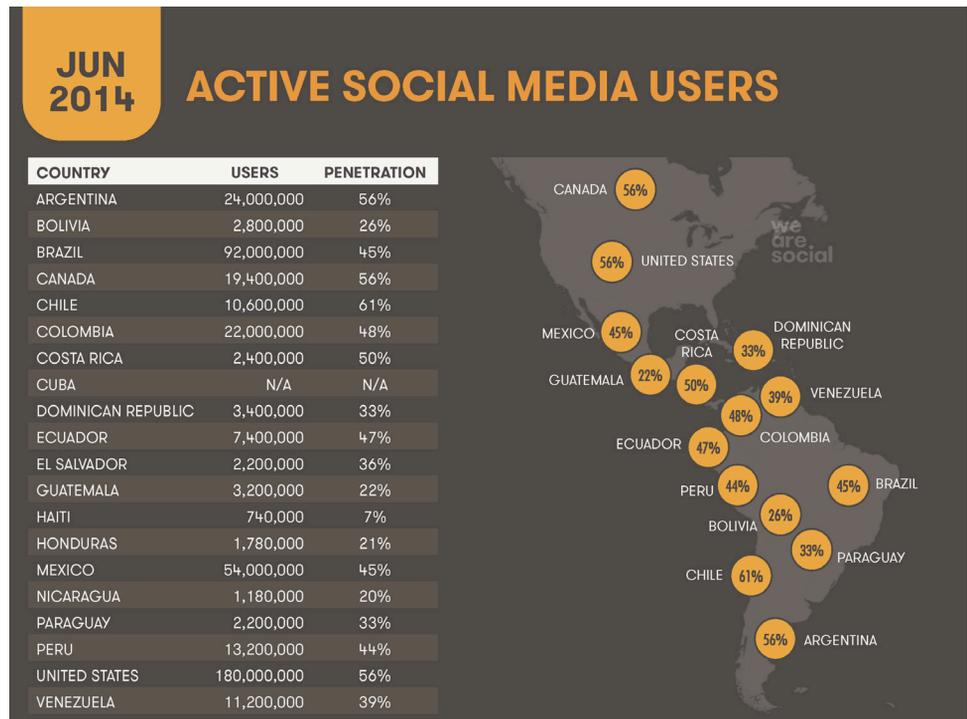


#### The Americas

- Added together, the populations of The Americas are approaching 1 billion, accounting for 13% of the world's total population.
- The region claims a disproportionate share of the world's users across all digital areas though, with social media showing particular strength in the region
- Mobile social figures in the region are even stronger still, with one-quarter of all global mobile social media users calling The Americas home.

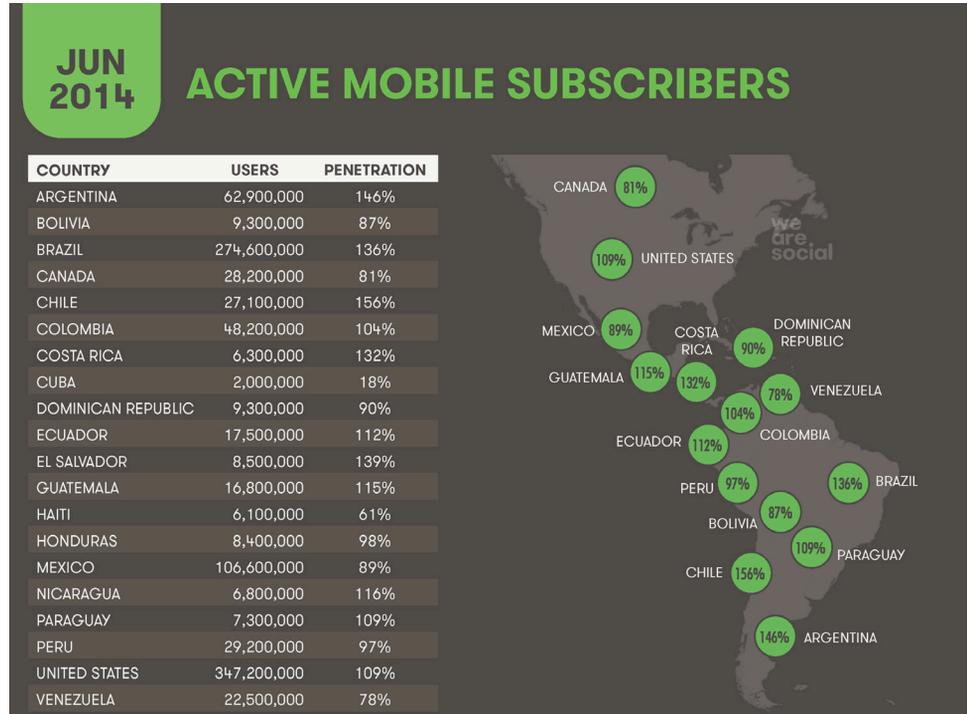
## Social Media in The Americas

- Facebook dominates social media across The Americas, with more than 460 million monthly active users. Note that Facebook does not report user numbers for Cuba.
- As with internet use, though, social media penetration levels vary considerably by country, from 61% in Chile down to just 7% in Haiti. Note the global average is 27% penetration, while the Americas average is 48%.
- It's worth highlighting that the figures for social media penetration in individual countries will often exceed those for internet penetration, especially in fast-evolving markets.



## Mobile in The Americas

- There are just over 600 million unique mobile users in The Americas, with each user maintaining an average of 1.77 active subscriptions, resulting in more than 1 billion active mobile connections across the region:
- Mobile social media use is common amongst social networkers throughout The Americas, with more than 80% of social media users logging in via mobile devices:
- Behavior again varies between individual countries though, with Chile, Argentina, and Brazil all home to subscription rates well in excess their populations.
- Similarly, access to faster 3G networks isn't evenly distributed across the region, ranging from a high of 55% in the United States to barely 0.0005% in Cuba:



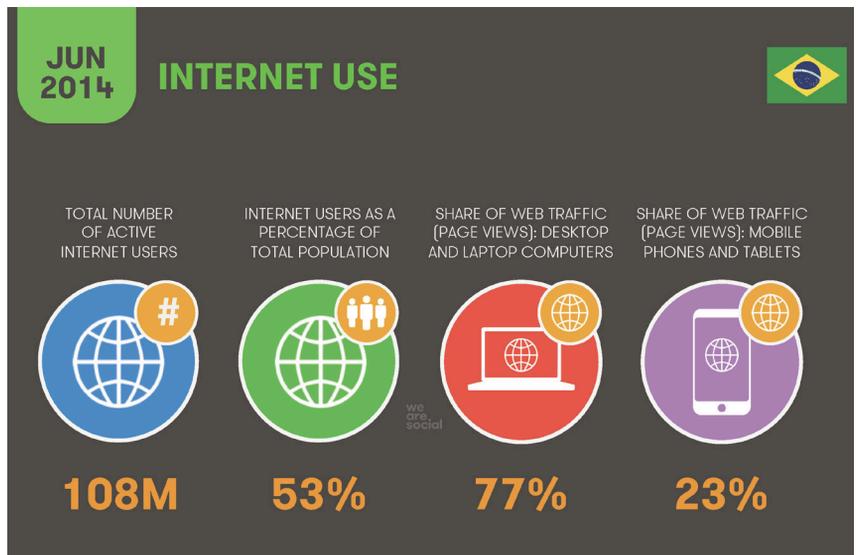
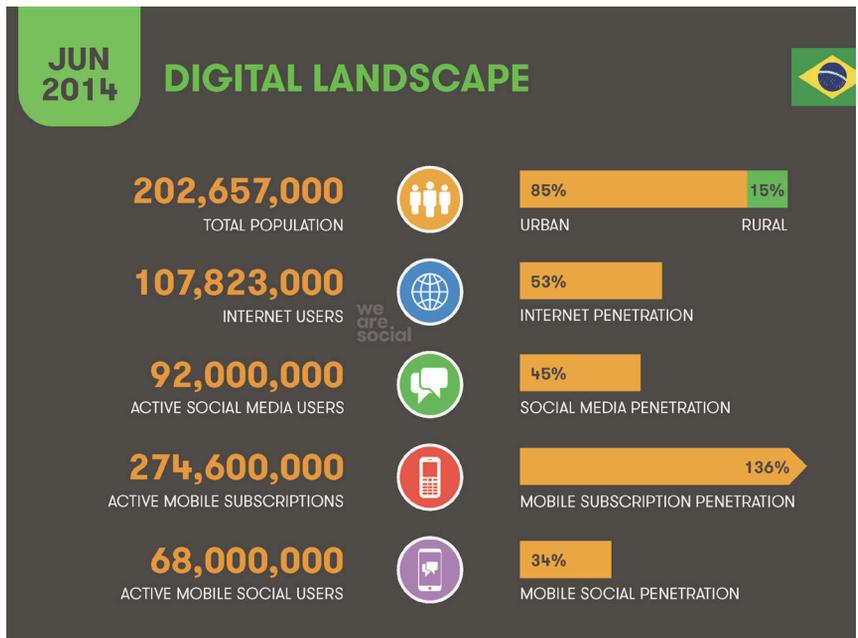
### Brazil: The Region's Social Media Capital

Brazil may be the world's largest producer of coffee for the last 150 years; however, it's notoriety with social media may soon be surpassing this well-known fact!

Brazil, of course, is the largest country in both South America and the entire Latin American region. Plus, it is ranked as the world's fifth largest country, both by geographical area and by population, which now stands at 202 million. Additionally, it is the largest Portuguese-speaking country in the world, and the only one in the Americas.

Brazil is also emerging as one of the world's most social-media savvy markets.

The World Cup has brought to light how social and friendly Brazilians have naturally embraced this new media. Coupled with the country's love for advertising and a respect for smart marketing, Brazil is an amazing bright spot—that's destined to become brighter.



JUN 2014

## ACTIVITIES ON MOBILE



PERCENTAGE OF THE TOTAL POPULATION USING SOCIAL MEDIA APPS



29%

PERCENTAGE OF THE TOTAL POPULATION WATCHING VIDEOS ON MOBILE (YOUTUBE)



43%

PERCENTAGE OF THE TOTAL POPULATION USING GAME APPS



27%

PERCENTAGE OF THE TOTAL POPULATION USING LOCATION-BASED APPS



12%

PERCENTAGE OF THE TOTAL POPULATION USING BANKING OR FINANCE APPS



13%

we are social

JUN 2014

## SOCIAL MEDIA USE



TOTAL NUMBER OF ACTIVE SOCIAL MEDIA USERS (MAU)



92M

ACTIVE SOCIAL MEDIA USERS AS A PERCENTAGE OF TOTAL POPULATION



45%

NUMBER OF ACTIVE MOBILE SOCIAL MEDIA USERS



68M

MOBILE SOCIAL USERS AS A PERCENTAGE OF TOTAL POPULATION



34%

PERCENTAGE OF TOTAL SOCIAL USERS ACCESSING VIA MOBILE



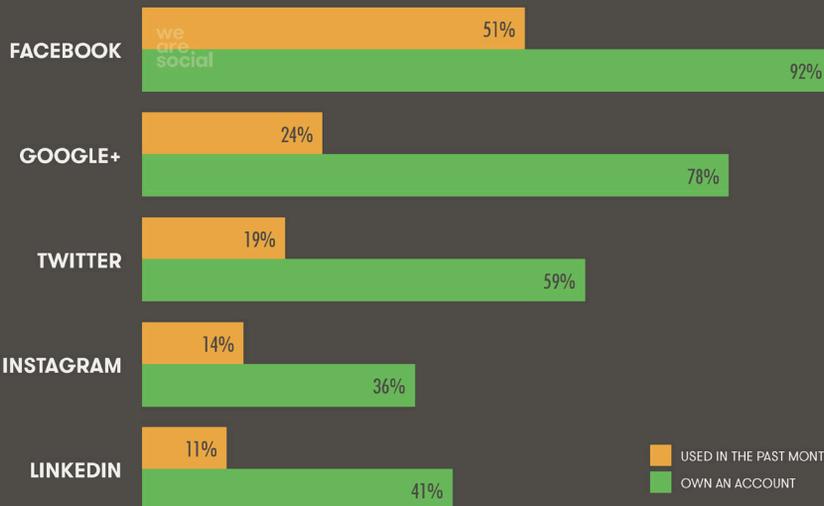
74%

we are social

JUN 2014

## TOP SOCIAL MEDIA PLATFORMS

FIGURES REPRESENT THE PERCENTAGE OF INTERNET USERS SURVEYED BY GLOBALWEBINDEX



Statistics abound to highlight Brazil's social media significance:

- Brazil is fast-approaching the US adoption rates
- It is the #2 Facebook market in the world, after the US.
- It is also the world's #2 user of Twitter—again after the US.
- Plus, Brazil has its own local, popular social media networks—from Orkut (now Google-owned) to Ask.fm.

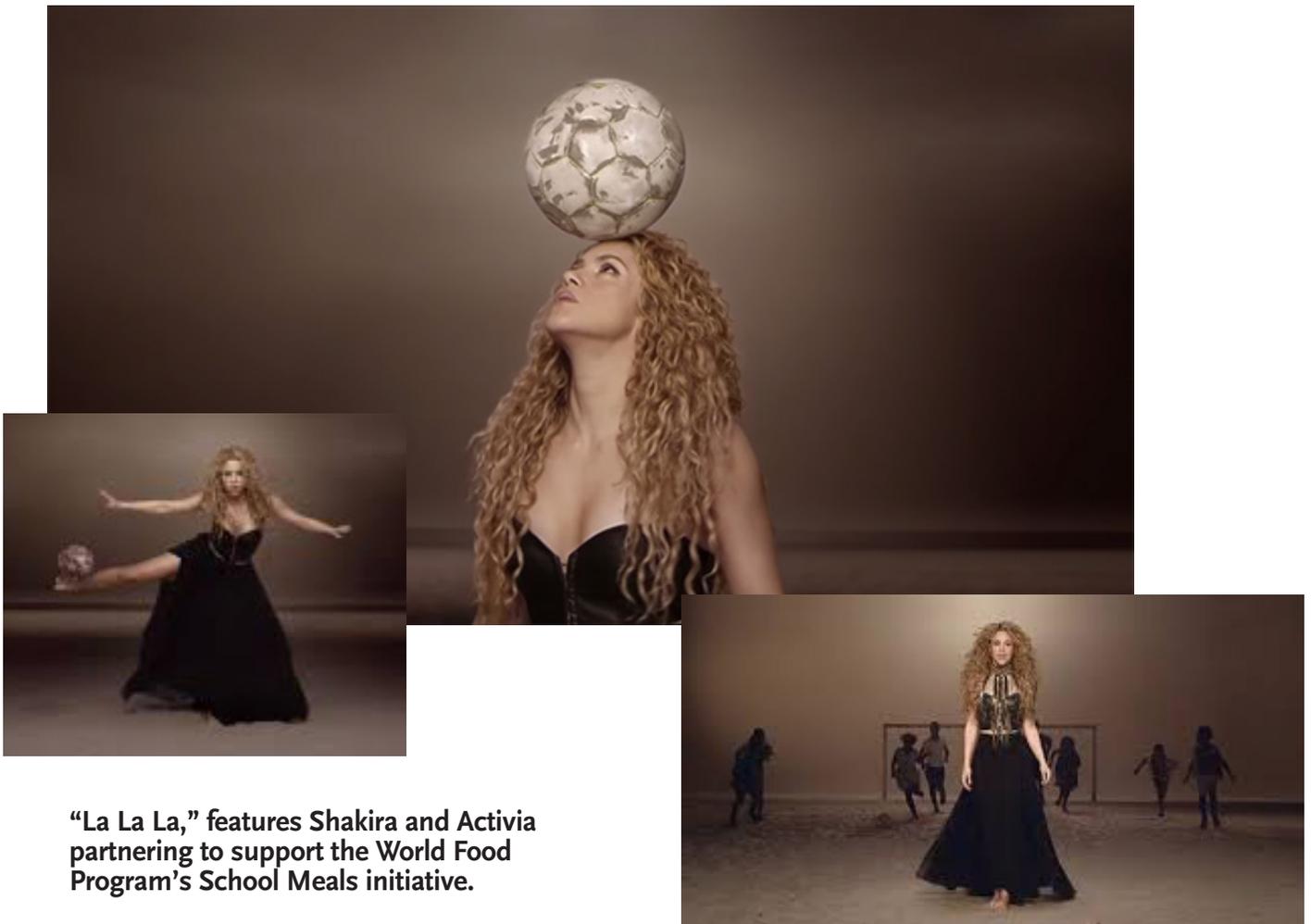
In fact, many anticipate that Brazil may become the global leader in social media. Why? Both the US and Europe are reaching saturation; China still operates certain firewalls and has strong local brand, so there is no legal access to Facebook or Twitter; India is still in early stages of widespread digital adoption.

Not only are Brazilians using social media to inform buying decision, but local and multinational marketers are embracing the media. (Some may say not quickly enough as Brazil's digital ad spend is just 10.6% of the total market, as compared with nearly double that in the US.) However, research firm eMarketer Inc. predicts that spending on online ads in Brazil will double to \$4 billion over the next four years. So far, Brazilian consumers have shown an unusual willingness to make purchases online using credit cards.

# Ad Snapshots from FIFA World Cup Brazil

According to statistics from YouTube, World Cup ads are four-times more popular than Super Bowl ads, when calculated by the time spent actually viewing the ads. Already, people worldwide have watched more than 1.2 billion minutes of World Cup ads, or currently 4x as many minutes as people have spent watching Super Bowl ads. No doubt the numbers will continue to soar as the Finals approach in July, and may be a testament to a game loved by devotees worldwide instead of just fans of a US sport— no matter how compelling or influential the ads. Note, too, that in Brazil, commercial breaks do not interrupt the game, and only occur at half time. Ads are also longer— on average 3 minutes, not 60 seconds, and are created to be elaborate online films with huge viral appeal.

Some of the best ads are truly heroic and of an Olympic spirit like Banco Itaú's "The Great Transformation" by Agency Africa which stirs the pride of a nation. The most-viewed ad, "La La La," features Shakira and Activia partnering to support the World Food Program's School Meals initiative. Eight out of the ten top-watched World Cup ads feature football stars-- Cristiano Ronaldo, Lionel Messi, Wayne Rooney, Neymar, Tim Howard, Gerard Pique, Landon Donovan, David Beckham, Zinedine Zidane, Luis Suarez, and Dani Alves



**"La La La," features Shakira and Activia partnering to support the World Food Program's School Meals initiative.**

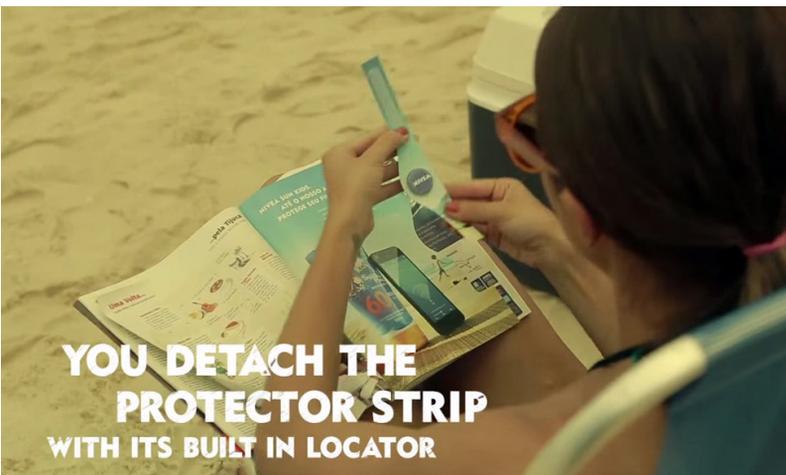
Chilean Miners



Banco Itau



McDonalds



**Nivea Protects Rio**

Nivea's "Nivea Protects" app developed at FCB Brasil, São Paulo, is part of an integrated advertising campaign in Brazil, and won both the Mobile Grand Prix and a Gold Media Lion at the Cannes Ad Festival this year. A magazine ad for Nivea Sun Kids included a tear-out bracelet that could be paired with the Nivea Protects app and placed on a child's wrist to prevent the child from becoming lost on the beach, in the park or at a club. Parents or caregivers could identify the child on the app, choose the distance the child could wander on the beach before an alert would sound.





LEADING MARKETERS GATHER IN LONDON TO SHARE INSIGHTS AT FAMED CAFÉ ROYAL

London's famed and beautifully-renovated Café Royal played host to **THE INTERNATIONALIST 1000** initiative earlier this spring. For over a century, Café Royal was the epicenter of fashionable London and an iconic landmark. In addition to **THE INTERNATIONALIST 1000** marketers, Café Royal has been frequented by other notables—now famous brands in their own right: Oscar Wilde, Arthur Conan Doyle, Rudyard Kipling, Winston Churchill, Virginia Woolf, Diana Princess of Wales, Brigitte Bardot, Elizabeth Taylor, Richard Burton, and Mick Jagger, among many others.

With partnership support from BBC World News, BrightRoll, Elateral, FinancialTimes, MediaCom, Reuters and Vertic, marketing executives from leading brand and service companies throughout the world were present, representing: Accenture, Bank of America Merrill Lynch, Bank Polski, Dell, Diageo, Doremus, HP, Huawei, InterContinental Hotels Group, Juststuf, LONDON, Microsoft, Motorola Solutions, Motorola/Arris, NBA, PHD, Ptarmigan, Ricoh, Shell, Sony's Pottermore, Tinubu Square, Tourism New Zealand, Unilever, Upnexxt and Zooppa.

Pictured left to right:

- 1 Deborah Malone, The Internationalist and Angus De Watteville, Elateral
- 2 Sean O'Hara, BBC; Tomasz Marszall, Bank Polski
- 3 Trisha Wrench, BBC; Paul Goater, Elateral
- 4 Andy Mitchell, BrightRoll
- 5 Steve Ford, Reuters; Michael Moszynski, LONDON
- 6 Carolyn Gibson, BBC; Geoff Seeley, Unilever; Marcus John, MediaCom Sport
- 7 Americo Campos Silva, Shell; Laurie Benson, Upnexxt Ltd; Katherine Walker Mason, Bank of America Merrill Lynch
- 8 Phil Evans, Microsoft; Phillip Hegarty, Tinubu Square
- 9 Amy Lou, Hauwei; Valerie Xiberras, FinancialTimes; Mike Cooper, PHD
- 10 Cafe Royal's Pompadour Suite
- 11 The view from the Cafe Royal Terrace



MARKETING PROCUREMENT DINNER IN NAPLES, FLORIDA

The annual ANA Advertising Financial Management Conference brings together top marketing finance and procurement professionals from the client side with agency CFOs and other key industry stakeholders interested in efficiencies, cost savings, return on investment, and delivering greater value to organizations. These professionals had a chance to connect with each other and share ideas over an intimate, peer-to-peer at the popular seafood restaurant, Truluck's, in Old Naples.

Pictured left to right:

- 1 Terri Burns, Aflac; Debbie Dingwall, Kellogg's, Lisa VanFulpen, Kellogg's and Ashleigh O'Brien, Microsoft
- 2 Kim Courtney, MillerCoors and Jana Wayne, J.Crew
- 3 Deborah Malone, The Internationalist and Julie Abraham, ANA
- 4 Brian Davidson and Barbara Markfield- both ANA
- 5 Jim Mocchi, BlackRock; Ann Cannon, SDI
- 6 Ashleigh O'Brien, Microsoft; Firat Ozkan, Intuit
- 7 Antonio Humphries, Adobe; Debbie Dingwall, Kellogg's; Cindy Elledge, Adobe
- 8 Meital Rolf, ANA and Mike Kolko, CAPS
- 9 Angela Saferite, Anheuser-Busch InBev; Darren Woolley, Trinity P3

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MARKETERS DISCUSS NEW WAYS TO BETTER UNDERSTAND SOCIETY'S LARGEST GENERATIONS "Millennials" and "Baby Boomers" may be among the decade's most-used terms in both marketing and in demographics, particularly as the youngest Boomers turn 50 and the oldest Millennials take on new leadership roles. The Internationalist and the ANA/Association of National Advertisers presented the first in a series of think tanks on these generations as part of **THE INTERNATIONALIST 1000** initiative or 1000 Marketers around the World Reshaping the Future of Marketing. Marketers and experts not only shared insights to better understand and effectively market to these generations, but raised critical questions about how marketing responds to the most enduring values of any generation.

Held at New York's Sony Club, and hosted by BBC World News, BrightRoll, Elateral, Financial Times, MediaCom, Reuters, Vertic and The Yomiuri Shimbun, marketing executives from leading brands from around the world were present, including: Acision, American Express, AT&T, A.J.C., Bloomingdale's, Boiron, Capital One, Educational Testing Service, Finnair, Gilt Groupe, IBM, IMAN Cosmetics, Johnson & Johnson, Major League Soccer, MINI, NBA, Netherlands Board of Tourism & Conventions, NYC & Company, PepsiCo, Pfizer, Six Flags Entertainment, Sony, Teach for America, The Hartford, US Postal Service, UnitedHealthcare, Verizon Wireless, Visit Britain, and Weight Watchers International.

All photo identifications from left:

- 1 View from New York's Sony Club
- 2 Millennial/Boomer experts: Megan Meagher, RPY and Peter Hubbell, Boom Agers
- 3 Elizabeth Masarik, Johnson & Johnson; Sara Sindelar, IBM
- 4 Alessa Goff and Sloan White, Capital One
- 5 Elicia Brand, BrightRoll and Olga Serna, AT&T
- 6 Michelle Snyder, PepsiCo
- 7 Desiree Reid, IMAN Cosmetics
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- 10 Reilly Carpenter, Capital One: Paul Wendlandt, Elateral, Carole Kruse, Tough Mudder; Tim Mickelborough, WSM Communications
- 11 John Toth, Reuters; Jeff Perkins, Reuters, Francesco Lascari, Huson International Media, Nori Inoue, The Yomiuri Shimbun and Dustin Guzowski, Talent Partners
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- 14 Deborah Malone, The Internationalist and Jen Harbour Grattan, Weight Watchers.
- 15 Peter Hubbell, BoomAgers
- 16 Lee Nadler, MINI
- 17 Elliot Lum, Sony Music
- 18 Julie Chan, Pfizer
- 19 The ThinkTank's marketer panelists and Millennial/Boomer experts: Lee Nadler of MINI, Elliot Lum of Sony Music, Peter Hubbell of Boom Agers, Megan Meagher of RPY, and Julie Chan of Pfizer.
- 20 Natasha Aarons and Remy Basuri, Verizon Wireless



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# Amalfi Amore

*It's summertime and the living is easy along the Amalfi Coast, stretching south from Naples along the Sorrentine Peninsula to Salerno. The area is a legendary leisure spot, the home of limoncello, Sofia Loren, and a legendary place to lounge away August, neck deep in Italian tourists and Chinese tour buses jammed along one winding two lane road, Strada Statale 163.*



## Arrivals

Its just a short hop from most European capitals to Naples, the main gateway of the Salerno region. Renting a car at Naples airport is a major pain in the kazoo, as Italians seem to have never heard of auto insurance and make you pay large upfront deposits when securing your tiny Fiat for an exorbitant price. Unless you plan on driving the winding roads in a Porsche at 2mph, you'll do just fine with a taxi straight to the good stuff, spending not a moment more in Naples than absolutely necessary.

For about €120 your air-conditioned late model Mercedes with hairy driver will whisk you from the airport steps across numerous potholes and trash heaps to the motorway, where you whiz past Mt. Vesuvius and Pompeii along the bay to the steep cliffs ahead. Pop through the mountain tunnel, and Paradise awaits. Later, your hotel or villa will arrange the occasional taxi, and the rest of your stay will be dominated by the Amalfi Workout: core, abs and glutes burn like fire climbing up and down 19,000 stone steps.

## Where to Stay

There are about a dozen towns dotted along the coast, with **Amalfi** and **Positano** being the most populated and charming among them, filled with restaurants and hand painted pottery and gelato and old Italian ladies staring out of shuttered windows with their cat. However, the magic of the coast is not in these towns, but the surrounding areas where you can park your butt and spend time staring at the sea atop a cliff, then jump off rocks into the refreshing sea and swim to a grotto try practice talking like a pirate. For this, there is **Praiano**.

For hotels, we like the charming **Torre Saracena** in Praiano, located midway between Positano to the north and Amalfi to the south. Its cheap, the beds are firm and the jacuzzi is chilly, but nothing in the world compares to waking up on a terrace overlooking that magnificent view of lemon trees and gardens cascading down to a sparkling sea. Praiano in particular is on a very steep part of the coast, and your time here is all up/down: 200 steps down to

the rocks on the shore, 200 steps up to the nearest market, and 35 steps to **Africana**, the region's most hilarious cave-nightclub.

If you are on a honeymoon or bought Bitcoin in 2009 there will be other places for you, including the **Hotel Grand Tritone**, which is up the road a bit at the edge of Praiano. Legendary location – with rooms that tumble over the cliff and perch over the waters and great service, this is a once in a life-time place that's not too expensive at all.

Towards Amalfi, the truly flash stay at the **Grand Hotel Convento di Amalfi**, with that sleek modern feel that comes from an old place redone by a fashion designer type, where the juxtaposition reeks of cash well spent. This makes it a bit boring and predictable until you get to the infinity pool down below, where all the interesting people drink Aperol spritzers and count money on the phone with their Russian broker.

There are villas and apartments dotted up and down the coast, and while fun and often good value, be prepared for the step workout and invariable lack of direction. With kids and strollers the hotels really are the better bet, but a group of adults with a penchant for midnight drinking will find the starlight views unbeatable the higher you go.

## Entertainment

Amalfi and Positano both feature collections of swish restaurants and charming cafes, but the relaxing, enjoyable locations are where relatively less tourists tend to flock. Along the coastline are fun little beaches with simple Italian fare at remarkably feasible prices – €10-15 euros will secure a hearty Italian main dish, but one must really secure 2-3 hours and a hearty appetite to enjoy the sharing opportunities - octopus and calamari, melon with prosciutto, burrata and tomatoes, zucchini friti and lemon asparagus, neri – you could eat for days, and will. To top it off, skip the limoncello and try the meloncello – same thing but lighter on the palate.

Good spots include **La Pirata**, situated at the base of rocks by the sea, **Al Monazeno**, situated on a little beach underneath a soaring stone bridge, **Il Giardino dei Limoni**,

in a lemon tree garden, and views from **Ravello**, which winds its way high up the mountain from Amalfi and affords the most incredible views of everything – a must see.

Later at night, you'll descend to **Africana**, that local nightclub-in-cave. The scene here is ridiculous, where the DJ perches on a ledge, the Italian youth jump and scream and preen, and tourists go crazy trying to pick up all the girls that drive down from Naples in the shortest skirts known to man. The club features an overlook of the night time sea, where fish swim toward the lights and noise, and it all ends around sunrise when everyone invariably starts fighting and pimping out their friends to the Italians who haven't yet scored.

## Overall

The best stories in Amalfi are made during the day, at the beach clubs. Take a water taxi from Praiano's town beach or Positano's tiny port to **One Fire**, a pulsating platform of orange chairs and umbrellas set against the deep blue sea and vertical soaring stone. Here the music is pumping and the proprietor is dedicated to everyone having fun, no matter how tired you are and wishing to sleep the day away. One minute he's cutting up watermelon for anyone to take, the next he's serving some form of frothy frappe to the unsuspecting. He'll kiss anyone for a smile. Food here is adequate, but its simply a lot of fun and a cool place to waste an afternoon in Europe's grand beach club tradition.

Overall, the Amalfi coast is surprising – for a place so popular, it still retains a kind of local, peculiar charm. Away from the glitz of Amalfi and Positano it can be surprisingly affordable and relaxing. The views are simply the best of almost anywhere in Europe. July and August will be ram-a-jam-jam, but if you can avoid the crowds or visit in September, you're sure to find a slice of lemon scented paradise.

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