

the internationalist

FOR ADVERTISING, MARKETING + MEDIA PROFESSIONALS

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THE INTERNATIONALIST 100:
TODAY'S MARKETING LEADERS

MDC's Miles Nadal Discusses Changing
Advertising Models

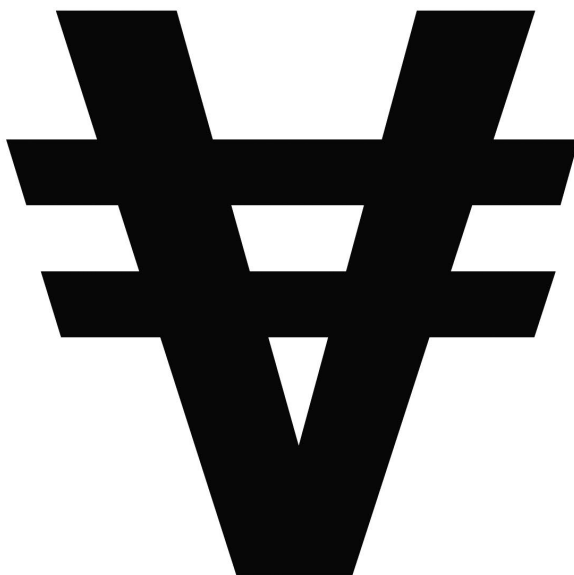
Shifting Perceptions of Marketing
Procurement

THE ASIA 50: Pioneering Marketers in a
Diverse, Fast-Growth Region

Zenith Ranks Top Global Media Owners

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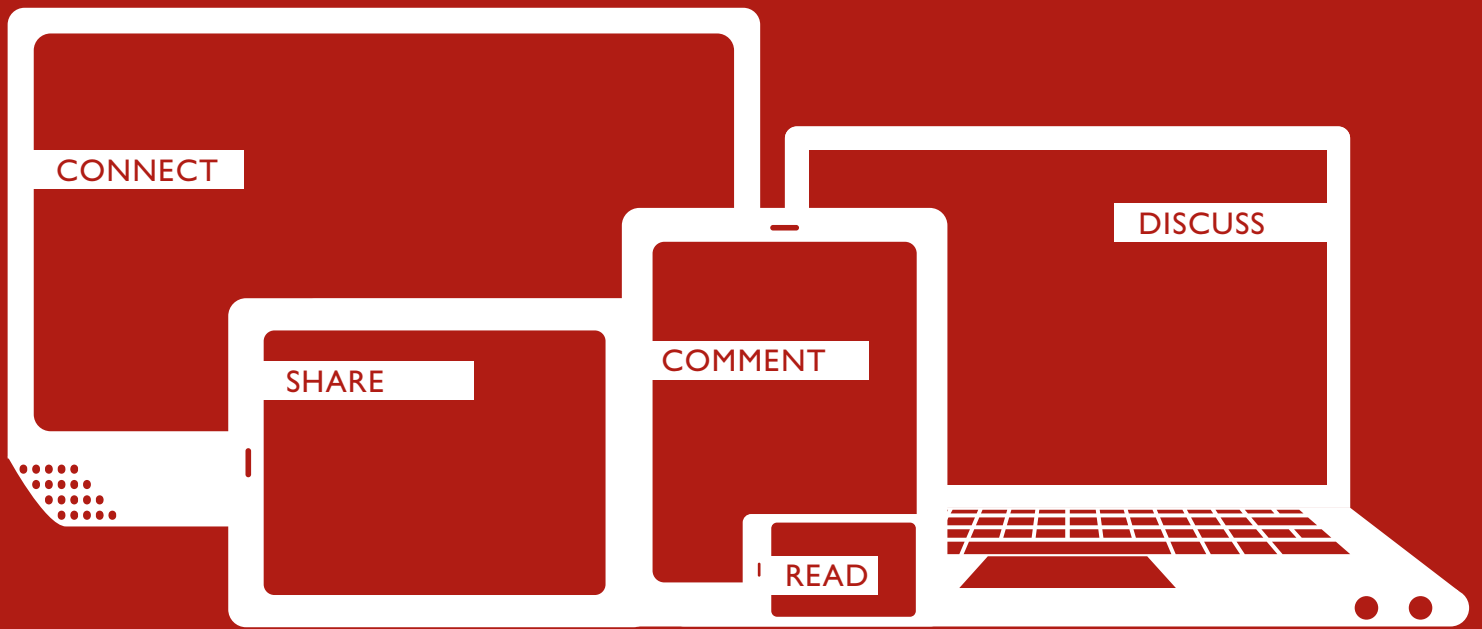
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ABOUT THE INTERNATIONALIST

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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The Accomplishment of Fast Growth Markets

Interestingly, several elements coincided in this edition of *The Internationalist*, and all involve accomplishments in China, India and Peru. Perhaps not a common grouping of markets; however, we find ourselves celebrating people and ideas from these three countries.

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, and now **THE CHINA 50** represents the

global importance of this country to marketing. To acknowledge

today's international talent and inspire others to recognize China's marketing significance, its increasing complexity, and its unique set of media solutions, **The Internationalist** is honoring 50 marketing leaders in China who are setting new standards for their own sprawling market and for the world.

China is on the mind of every marketing executive today. It has been the world's 3rd largest ad market since 2007; prior to 1980, the ad industry in China did not exist. Now China's statistics are overwhelming:

- More than 10% growth in media ad spending every year
- Middle class households to top 400 million by 2015
- The #1 country for internet usage, now representing more than 22% of total online users worldwide
- The world leader in the number of mobile phones in use at 1.3 billion.

Plus, our two Grand Prix Winners in *The Internationalist Awards for Innovation in Media* also come from the Emerging World—one for a leading multinational's efforts in India and another for the extraordinary work for little-known University in Peru:

Johnson & Johnson's Stayfree "Women for Change" submitted by OMD India showed how the brand with UNICEF encouraged privileged women across India to improve the health and hygiene of underprivileged adolescent girls through a "support a woman" initiative. Aired exclusively on YouTube, Stayfree created a 3-minute anthem to evoke strong reactions about the plight of a girl's journey from childhood to adolescence, which resulted in nearly 1 million girls receiving aid from their more fortunate sisters.

UTEC, the University of Technology & Engineering's "First-ever Water Billboard" submitted by BPN Media Connection and MayoDraftFCB Peru encouraged enrollment by demonstrating that innovative engineers can find real solutions to real problems. In Bujama, a small town in Southern Peru that receives almost no rainfall, a billboard was created to convert humidity to drinking water. Not only did the billboard help provide much-needed water to hundreds of families, it awoke young minds in Peru who wanted to change the world through engineering.

Deb Malone
Founder

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ZenithOptimedia Ranks Largest Global Media Companies

Google Tops the Chart; US dominates list; New Entries from Brazil & Finland

ABOUT THE REPORT:

The Top Thirty Global Media Owners report defines media revenue as all revenues deriving from businesses that support advertising – television broadcasting, newspaper publishing, internet search, social media, and so on. This includes not only advertising revenues but also other monies earned from these businesses, such as circulation revenues for newspapers or magazines, or subscription revenues for pay-TV. For publicly listed companies, the revenue figures are taken from their annual report and accounts; for the privately held companies on this list (Advance, Asahi Shimbun, Cox and Yomiuri Shimbun), the revenue figures are ZenithOptimedia estimates. The report was launched in 2007 and was last published in 2010.

“The driving force behind Google’s success is its search algorithm, which has been by far the most successful...”

The *Top Thirty Global Media Owners* report is a ranking of the world’s largest media companies by media revenue, as estimated by ZenithOptimedia. This latest report covers the 2011 financial year with figures from publicly-listed companies and estimates from privately-held ones. ZenithOptimedia notes that figures change rapidly, and the next report based on 2012 revenues will be quite different—no doubt with even higher rankings for digital companies.

The Report underscores 4 key points:

- Google Clearly Leads as World’s Largest Media Owner
- Digital Players Govern a Majority of Global Ad Spend
- Despite Rise of Digital, Traditional Content Producers Remain Strong
- US Companies may Dominate List, but Europe, Japan & New Latin American Markets Factor

Google Clearly Leads as World’s Largest Media Owner

Today, according to ZenithOptimedia, Google is the world’s largest media owner. The search and digital advertising giant now reports media revenues that are 39% higher than the #2-ranked DirecTV.

Jonathan Barnard, Head of Forecasting for ZenithOptimedia, noted, “The driving force behind Google’s success is its search algorithm, which has been by far the most successful at delivering search results that consumers want and monetizing them through paid search advertising. In December 2012 Google accounted for 65% of all searches across the world, according to figures from comScore. Google’s dominance of search advertising is even more complete: it does not separately report its revenues from paid search and digital display, but we estimate that it accounts for 82%

THE TOP 30 GLOBAL MEDIA OWNERS:

Rank	Media owner	Revenue (US\$ billion)
1	Google (USA)	37.9
2	The DirecTV Group (USA)	27.2
3	News Corporation (USA)	26.4
4	Walt Disney Company (USA)	19.7
5	Comcast (USA)	16.2
6	Time Warner (USA)	15.6
7	Bertelsmann (Germany)	11.3
8	Cox Enterprises (USA)	11.1
9	CBS Corporation (USA)	10.8
10	BSkyB (UK)	10.2
11	Viacom (USA)	9.1
12	Vivendi (France)	6.8
13	Advance Publications (USA)	6.6
14	Clear Channel Communications (USA)	6.2
15	Yahoo! (USA)	5.0
16	Gannett (USA)	5.0
17	Globo (Brazil)	4.7
18	Grupo Televisa (Mexico)	4.5
19	Fuji Media Holdings (Japan)	4.5
20	Yomiuri Shimbun Holdings (Japan)	4.1
21	Axel Springer (Germany)	3.9
22	Mediaset (Italy)	3.8
23	Hearst Corporation (USA)	3.8
24	JCDecaux (France)	3.4
25	Asahi Shimbun Company (Japan)	3.2
26	Microsoft (USA)	3.2
27	Facebook (USA)	3.2
28	ProSiebenSat.1 (Germany)	3.0
29	ITV plc (UK)	2.9
30	Sanoma (Finland)	2.5

of all expenditure on paid search advertising across the globe.”

He continues: “This dominance of search has provided Google with cash flow to expand into every aspect of digital advertising. Its investment in YouTube places it at the forefront of the online video market, one of the fastest-growing digital segments. Its social network Google+ may only have 17% of the number of users as Facebook, but that still gives it 190 million active users a month. Google’s mobile advertising offering allows it to adapt to the shift in browsing habits from desktop to mobile devices. No other company has been able to compete effectively in each segment of the digital ad market. We estimate that Google attracts 15% of global display advertising (including traditional display, online video and social media), supplementing its 82% share of search.”

Digital Players Govern a Majority of Global Ad Spend

The four internet media owners on the list (Facebook, Google,

Microsoft and Yahoo!) generated US\$49.2bn in revenue from internet advertising in 2011, out of the total US\$77bn spent on internet advertising around the world. Google alone accounted for 49% of the world’s internet ad expenditure, while Yahoo! (in 15th position) accounted for 6%, and Microsoft (26th) and Facebook (27th) accounted for 4% each.

Yahoo!’s recently appointed CEO is taking the company in a new direction by attracting a younger demographic, making it more relevant to a number of large global advertisers. The recent acquisition of Tumblr will have a positive impact on ad revenue figures, making this one to watch.

Twitter sits outside of the top 30 with revenues of US\$140m for the period of this report.

Jonathan Bernard comments: “Despite the apparent low barriers to entry, the internet advertising market is highly polarized and just four companies control 64% of all global expenditure.”

Despite Rise of Digital, Traditional Content Producers Remain Strong

Of the top 30 global media owners, 22 are companies whose main business is to attract audiences with strong content, which remains fundamental to generating media revenues. Six of the top 10 media owners are content and entertainment producers, including third-placed News Corporation and fourth-placed Disney. Between them, these 22 generated US\$169 billion in media revenue in 2011, or 61% of the total generated by the Top 30.

US Companies may Dominate List, but Europe, Japan & New Latin American Markets Factor

The list is dominated by companies based in North America and Europe. In total, 16 of the companies on the list are based in the USA, and nine are based in Europe, with another three from Japan. Globo is still one of only two media owners from

“Baidu – China’s leading search engine – only just missed out on a place this time, and is a likely candidate for inclusion next year, while the national broadcaster CCTV won’t be far behind.”

“Facebook has spearheaded the explosive growth of social media advertising across the world, which is currently growing at about 28% a year, while Microsoft has benefited from the slower but still rapid growth of paid search and traditional display, which are growing at about 13% a year.”

emerging markets to appear on the list. The other is Mexico’s Televisa. Although China is now the third largest ad market, today’s top 30 ranking does not currently include any companies from China, where media ownership is highly fragmented. “However,” says ZenithOptimedia’s Barnard, “Baidu – China’s leading search engine – only just missed out on a place this time, and is a likely candidate for inclusion next year, while the national broadcaster CCTV won’t be far behind.”

Since we the last ranking was published, five companies have entered the ranks of the top 30: Facebook, Microsoft, Globo, ProSiebenSat.1 and Sanoma.

Says Barnard, “The entrance of Facebook and Microsoft demonstrates the growing dominance of internet advertising, which now accounts for 20% of global ad expenditure. Facebook has spearheaded the explosive growth of social media advertising across the world, which is currently growing at about 28% a year, while

Microsoft has benefited from the slower but still rapid growth of paid search and traditional display, which are growing at about 13% a year. With the launch of Windows 8, Microsoft’s flagship operating system has become an advertising platform for the first time; the next couple of years will show what effect, if any, this will have on Microsoft’s ranking.

Globo’s presence illustrates the rise of the BRIC economies. Globo is by some distance Brazil’s largest media owner – it owns the largest television network, the biggest pay-TV service, newspapers, magazines, radio stations and websites. Brazil is on track to overtake the UK to become the world’s fifth-largest ad market this year and is growing at about 9% a year. Globo’s dominance of this market places it at 17th in our ranking this year.

Sanoma and ProSiebenSat.1 are both European companies with media holdings spread over several countries. Sanoma is based in Finland but has newspapers, magazines, television, radio and

online interests across Scandinavia, Belgium, the Netherlands and Eastern Europe, which put it at 30th place. ProSiebenSat.1 is the largest television broadcaster in Germany, and this is the core of its business, but it also owns television channels and radio stations in Austria, Denmark, Finland, Hungary, Norway, Romania, Sweden and Switzerland. It is the 28th largest media owner in our ranking. “

What’s Next?

According to ZenithOptimedia’s Jonathan Barnard, “We expect there to be at least one more digital media owner next year. We also expect more media owners from China and other “rising markets” to join the two Latin American media owners in the Top 30. Despite the rise of digital, media and entertainment companies that create compelling content remain at the heart of the media business, and account for most of the revenues from our Top 30.”

The Evolution of Marketing Procurement

The relatively new discipline of marketing procurement has already existed in the industry for over a decade... and it continues to stir emotions. Initially loathed by agencies, as well as by marketers, procurement entered the scene at a time when marketing was synonymous with creativity (and not cost-consciousness). Now, in today's new era of ROI, Big Data and economic re-settings, procurement is largely accepted as a means of insuring that marketing investment, agency management and media spending not only deliver value, but are efficiently maximized, best optimized and within budget.

BACKGROUND::

ANA fielded a survey in December 2012/January 2013 to better understand the metrics used to measure the success/contribution of the marketing procurement organization. There were 113 responses, and virtually all respondents were marketing procurement professionals at ANA member companies. The survey focused on:

- The metrics, both current and ideal, used to measure the success/contribution of the marketing procurement organization.
- The importance, both current and ideal, placed on each respective metric.
- Alignment of success metrics between procurement and marketing.

The ANA's Financial Management Conference offers an annual reckoning of trends and feelings about procurement. Last year, WPP CEO Sir Martin Sorrell criticized some of the cost pressures dictated by procurement, and later underscored how "cutting to deliver grow" cannot work during a time that requires investments in innovation and technology.

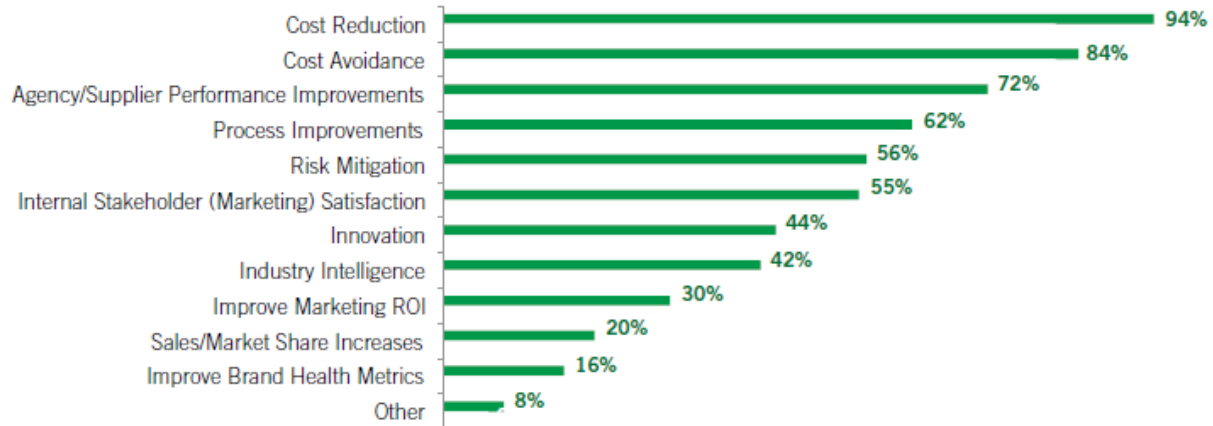
This year, MDC Partners CEO Miles Nadal tackled the issue a little differently when outlining what makes a good client. He included among his checklist that a good client clearly defines the financial parameters of the engagement. (For more on Miles Nadal's comments, see the sidebar.)

Interestingly, the May 2013 Financial Management conference also included comments from Sopan Shad, Global Advertising & Marketing Procurement Leader at Nestlé, who admitted that "procurement must work on its brand."

There's no question that procurement leaders now play an important role in overseeing the purchasing of most marketing-related services. It's also clear that some companies have marketing procurement teams that have evolved to recognize how marketing is an investment to be maximized and not an expense to be minimized. Yet, with global marketing expenditures tallying hundreds of millions of dollars, enlightened procurement departments can help to raise the bottom line through systems that clarify many unmeasured areas of spending. Increasingly, these teams play a complex role in understanding the critical balance between brand building and return on investment.

Measuring the Success of Marketing Procurement Metrics Currently Used

Currently, Metrics Used by Marketing Procurement



Which of the following metrics are used at your company to measure the success/contribution of the marketing procurement organization?

Metrics Currently Used to Measure Success of Marketing Procurement

Respondents were first asked to identify the metrics currently used at their respective companies to measure the success/contribution of marketing procurement. It's no surprise that the top ranked metrics are cost reduction (94 percent) and cost avoidance (84 percent).

To help address some of these issues, The ANA Procurement Task Force, a group within the organization's Advertising Financial Management Committee, which helps program the annual ANA Advertising Financial Management Conference, has released a new

white paper entitled "Elevating the role of Marketing Procurement." A number of highlights follow.

CONCLUSIONS

The discipline of marketing procurement is evolving. As a result, the types of metrics and

measures of success vary depending on the maturity of marketing procurement within an organization.

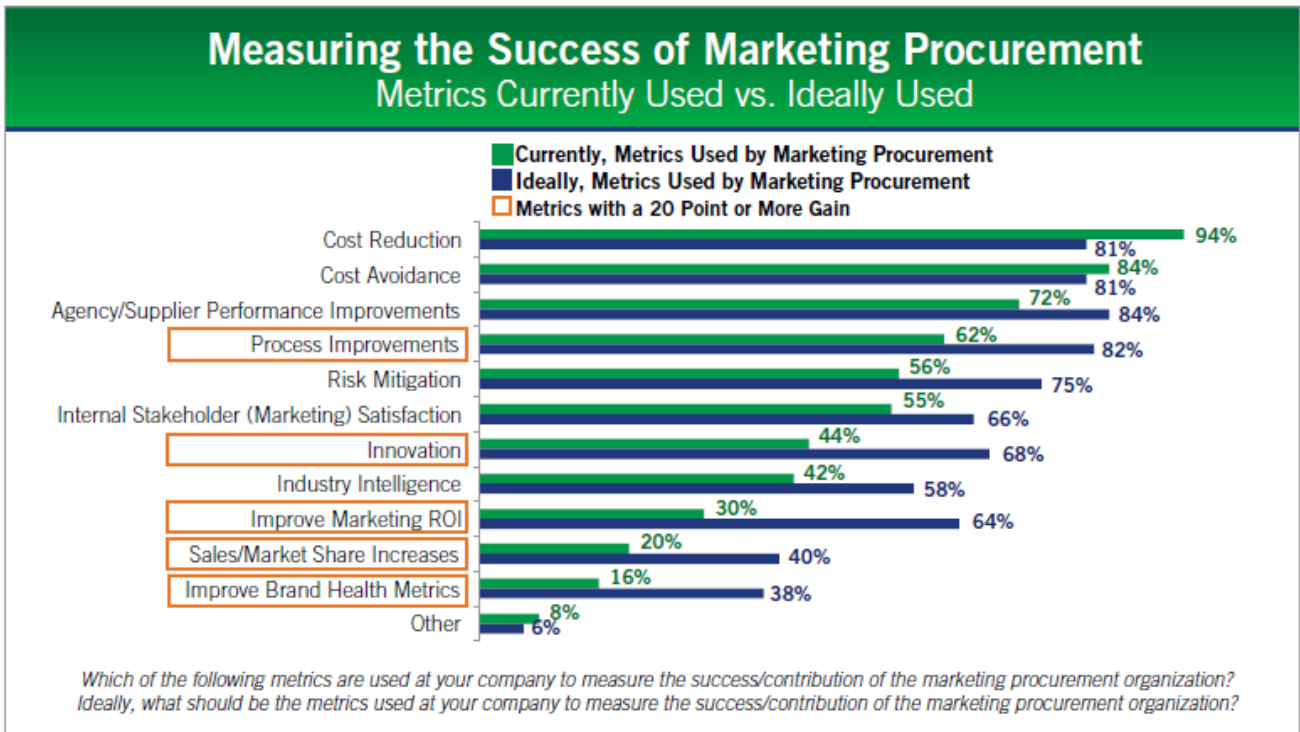
Cost Reduction and Cost Avoidance remain the two most consistent metrics for measuring success across companies. However, with time,

"As with any relationship, the key to closing gaps and gaining alignment is open communication. It is essential for marketing procurement professionals to build strong relationships with marketing colleagues and initiate a dialog on success metrics."

SAL VITALE, Category Leader, Media Procurement, Johnson & Johnson

“Innovation can only be achieved when procurement fully understands your stakeholders’ business. Innovation is a partnership with agencies and marketing.”

KATE SHORT, Marketing Procurement Group Manager, North America, Nestlé



Ideal Metrics

Respondents were then asked to identify the metrics that should ideally be used to measure the success/contribution of marketing procurement. The top ranked ideal metrics are agency/supplier performance improvements (84 percent), process improvements (8 percent), cost reduction (81 percent), and cost avoidance (81 percent).

greater engagement and impact of marketing procurement drives the need for more advanced ways of assessing positive impact on

the organization. Cost reduction for the pure sake of cost reduction is a short-term strategy and is not sustainable.

The role of marketing procurement cannot be short-sighted, focused exclusively on relentless cost reduction and the lowest-cost

“At BI, procurement is directly involved with conducting marketing mix studies and analyzing the direct impact of all marketing variables. Based on that analysis, adjustments and budget allocations are shifted and optimized.”

DAVID DOBBINS Director Global Media, Sourcing , Boehringer Ingelheim

options. Instead, marketing procurement should ideally work to ensure every dollar is invested to deliver maximum growth and profitability. Procurement should initiate innovation and process improvements, which then lead to reduced costs. Savings is not the goal; it is the by-product.

As a result of the expanded vision of marketing procurement, it must evolve from a tactical role (cost reduction) to a more strategic one. The top ranked metric for ideal importance is Improving Marketing ROI. More sophisticated metrics emerging: Process Improvement, Innovation, and Market Share Increase. These measurements capture a longer-term perspective of the value delivered by marketing procurement. They are more challenging, but ultimately more meaningful to the organization's success.

Finally, procurement needs to more closely align the measures of success with marketing colleagues. It is incumbent on procurement to initiate those conversations and build relationships that establish trust and credibility. Focusing on an integrated methodology for evaluating success against the company's broader growth objectives is one of the best ways procurement can ensure sustainable relevance.

MDC Chairman Miles Nadal Discusses Changing Advertising Models & Today's Economics

Miles Nadal, Chairman, CEO and Founder of MDC Partners—now among the world's ten largest agency holding groups with USD \$3 billion in billings—would be the first to admit that slow GDP growth is forcing the advertising business to rethink its economic models.

Speaking candidly in an on-stage interview with ANA CEO Bob Liodice at the organization's Financial Management Conference in Phoenix, Miles Nadal underscored how the overall economic slowdown has not only affected budgets, but also the expectation of quantification of a financial return. "Our clients," he said, "have more pressure to grow shareholder value, which in turn puts pressure on management teams who are struggling to drive greater value creation." Despite this reality, he also immediately reminded the audience: "If you can't show value creation, then you're not distinguished in what you do... and you're not a catalyst for innovation."

Miles Nadal is well-known for being controversial, but the story of MDC's 30-year rise is also the stuff of legend. Toronto-born Nadal is renowned for financing his first business with a \$500 credit card advance. Of course, today, under his leadership, MDC (founded as Multi Discipline Communications) has grown to become one of the world's biggest marketing communications companies with majority stakes in such agencies as Crispin Porter + Bogusky (CP+B), kirshenbaum bond senecal + partners (kbs+p), Doner, Anomaly, Media Kitchen, 72andSunny—to name just a handful of the 35+ partners.

In fact, MDC Partners calls itself a "business transformation organization" as it positions itself with a majority stake in agencies that provide services in advertising, shopper marketing, media, e-commerce, branding, digital, experiential marketing, multicultural, B2B, product innovation, social media, marketing communications and strategic consulting, rather than opting for a traditional holding company solution to purchase such shops outright as part of a network.

It is no surprise, then, that Nadal sees a marketshare shift in advertising from multinational solutions to more entrepreneurial ones, especially with the further development of international markets and social media innovation. (MDC's footprint is largely in the US, Canada, Europe and the Caribbean. Its shares are traded publicly on both the NASDAQ in the US and the Toronto Stock Exchange in Canada.)

According to Nadal, "The requirements of a true partner are to understand the needs of the client, then architect a mutually-beneficial relationship with proper transparency. Success is then determined on a mutually-beneficial basis." He adds, "There is no one size fits all, so we structure around how our clients define

success. Without these constructs, we don't have a sustainable longer-term relationship.... And, of course, if we deliver superior return, we also want superior payment."

He also shared that 70% of his company's cost is people. MDC's tagline is "The Place Where Great Talent Lives," and Nadal's original goal and competitive advantage was to reinvent the advertising model by encouraging talented entrepreneurial leaders to do great work, while driving business success. Referring to his opening economic remarks, he said, "Great talent shares in the value creation process. Our business cannot simply cut cost. We need to grow margin through value. The cost of great talent is not going down, and talent retention is just as important as talent attraction. So, what does winning mean to a client? If a client determines what incremental success means, then they understand paying for measurable performance."

So what's makes a good client?

Bob Liodice not only questioned Miles Nadal on the attributes of a good client, but asked if there were certain behaviors that get in the way of productive relationships.

Nadal countered with a question of his own given the composition of the ANA Financial Management audience—"Who is the client? The procurement department? The marketing team? The CMO? Sometimes we have great relationships with our day-to-day contacts, but don't have the opportunity to share our process with other influencers. The question is: 'Does the client speak with multiple voices?'"

"Great clients," said Nadal, "know what they want from the agency relationship. They empower the agency to come back with ideas. They build trust. They view the agency as part of the management team. And they clearly define the financial parameters. If there are performance metrics, then marketing, finance and procurement all buy into the same program."

In addition to his long-time role at MDC, Miles Nadal is an international entrepreneur and philanthropist who supports community and charitable organizations in the areas of health care, education and children's welfare. Plus, he is a frequent guest lecturer on entrepreneurship at schools and universities across North America.

He was the founder of First Asset Management Inc., one of Canada's largest independent asset management firms with more than \$35 billion under management. Founded in 1997, First Asset brought some of the best asset management firms in Canada together into one comprehensive organization that focused on money management for institutional and high-net-worth individuals. The firm was successfully sold to a large money management firm in late 2005.



What do 10 Million Japanese Consumers Have in Common?

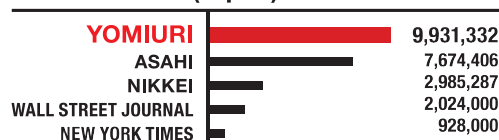


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ABOUT THE ASIA 50:

THE ASIA 50 are pioneering marketers working in one of the world's most diverse and fastest-growing regions who influence activities from Japan to India. They think innovatively, generate great work, and deliver strong results. These individuals may represent a variety of companies, product categories, and job titles, yet they share a devotion to excellence and a belief in furthering marketing standards and best practices as their sector of the world continues to experience accelerating social, technological, and business development, as well as global attention.

Many among THE ASIA 50 have pan-regional responsibility. Certainly Singapore has proven itself to be a critical hub of many multinational marketers. Several have a global focus but are clearly advocates for the region. Others are local role models, grappling with change and rapid growth. Selection criteria is based on R3's Regional AgencyScope, an in-depth research study with 120 Asia based regional marketers.

Respondents were asked to name their most admired and most dynamic marketers in the region. There's little doubt that these marketing leaders are essential to building the future of our business. All will be celebrated at THE ASIA 50 DINNER on July 24th in Singapore.

The focus of The Internationalist is to connect the people & ideas in international marketing

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About R3

A global consultancy, R3 has worked with worldwide brands since 2002 to drive marketing effectiveness and efficiency on local, regional and global scales. R3 has offices and talent based in Beijing, Shanghai, Singapore, New York and Chicago. From 2010, 40-year-old Chicago-based consulting firm, Jones Lundin Beals, and R3 in Asia merged to form R3:JLB, serving global marketers such as GM, SC Johnson, Microsoft, Walmart and Levi's.

Our business is about improving performance – in using our knowledge of the creative process and the media process to benchmark and enhance marketing investment and performance.

Like a good marriage guidance counselor, we spend a lot of time listening, both sides. We try to identify the barriers and constructively recommend action to get better thinking, better resources and better results.



Shu Fen,
Principal of R3 (China)

through content, thought leadership, community and collaboration. To acknowledge today's international talent and inspire marketing leaders, **THE ASIA 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 ANA (Association of National Advertisers), the advertising industry's oldest and largest marketer association, based in New York.

THE ASIA 50 will also become part of **THE INTERNATIONALIST 1000**

initiative — 1000 Marketers around the World Reshaping the Future of Marketing, in global alliance with ANA (Association of National Advertisers) as a group of dedicated industry leaders who are reshaping our understanding of marketing's expanding role throughout the world.

The Asia region has now grown to represent almost 30% of the world's total advertising expenditure. This year, it is slated to surpass Western, Central and Eastern Europe combined. Other key statistics include:

- Asia-Pacific is already a digital ad giant, with expenditures in the region having reached \$27.3 billion last year, according to eMarketer's forecast for digital ad spending.
- The region is expected to become the second-largest digital ad market in the world by the end of this year, surpassing Western Europe by nearly \$2 billion.
- Today more than ever, Asia-Pacific matters in mobile. From the makers of today's hottest smartphones and tablets, to the most aggressive adopters of mobile marketing, advertising and other mobile-centric practices, APAC is critical to global mobile marketing and advertising growth.

THE ASIA 50:

Company	Name	Title
AB InBev	Rex Wong	Vice President Marketing
adidas	Sharon Zhong	Director, Sport Style & Strategic Marketing, SEA
AIA	Paul Groves	Group Chief Marketing Officer
American Express	Ralph Brunner	VP International Brand and Consumer Strategy
ANZ	Aparna Guruprasad	Head of Marketing, Retail Banking and Wealth Management
Asia Pacific Breweries	Cyril Charzat	Director, Group Marketing
Banyan Tree Hotels & Resorts	Luca Deplano	Vice President, Marketing
BMW Group Asia	Lito S German	Marketing Director
Canon	Hideaki Nishimura	ICP Business Division Senior Director
Cerebos	Pauline Png	VP - Regional Strategic Marketing
Chanel	Vincent G. Shaw	President , Asia
Chevron	Brian Fisher	Marketing Director
Citibank	Francesco Lagutaine	Chief Marketing Officer, Asia Pacific

Company	Name	Title
Coca-Cola Asia Pacific	Leonardo O'Grady	Director, ASEAN Integrated Marketing & Communications
Courts	Terry O' Connor	CEO
Daimler	Audrey Leong	Manager, Online Marketing — SEA
DBS	Karen Ngui	Managing Director and Head of Group Strategic Marketing & Communications
Dell	Ashwini Bhatnagar	Director — Channel Marketing, Asia Pacific & Japan
Diageo Asia-Pacific	James Thompson	CMO Asia Pacific
Disney	Irene Tay	Marketing Director
F&N	Jennifer See	General Manager, Corporate Marketing
Fonterra	Chris Augustijns	Chief Marketing Officer
Friesland	Siska Schipper	International Marketing Director — Friso
Hershey Company	Kevin Ma	Regional Marketing Director
Hilton Asia Pacific	Maria Nakpil	Regional Director of Marketing
HP	Ivy Liang	VP Marketing
HSBC	Darren Friedlander	Head of Marketing
IBM	Nishan Weerasinghe	Director — Demand Programs
Intel Corporation	Jayant Murty	Director of Strategy, Media & Integrated Marketing — Asia Pacific
InterContinental Hotels Group	Samantha Llewellyn	Director, Marketing — Asia, Middle East & Africa
Johnson & Johnson	Edwin Hawson	VP, Marketing Asia Pacific
Lenovo APAC	Howie Lau	Vice President Marketing & Communications Asia Pacific/Latin America
MasterCard Worldwide	Belina Lee	Regional Head, Consumer & Digital Marketing
McDonald's APAC	Paddy Rangappa	Senior Director, Marketing
Microsoft Asia Pacific	Frederique Convington	CMO Lead
Moët Hennessy Asia Pacific	Ruby K.H. Tang	Regional Marketing Director
Mondelez	Pradeep Pant	President, Asia Pacific
New Balance	Qing Ni	Marketing Director, Asia Pacific
Nike	Sanjay Gangopadhyay	Marketing Director SEA
Philips Electronics	Laura Ashton	Regional Marketing Director, Asia Pacific
Procter and Gamble Asia	Freddy Bharucha	Chief Marketing Officer
Richemont	Nicolas Brindjonc	Regional Marketing Services Director
Samsonite SEA	Frantz Braha	Vice President
Samsung Asia Pacific	Ambrish Jain	Regional Marketing Director
Shell Eastern Petroleum - Fuels MKT	Rowena Chan	Marketing Lead
Singapore Economic Development Board	Myrna Poon	Director, Marketing and Communications
Singapore Tourism Board	Sophia Ng	Assistant Chief Executive, Marketing Group
Standard Chartered Bank	Claire Fedder	Group Head of Brand
Tiffany & Co. (Regional)	Erica Kerner	Director of Marketing, Asia-Pacific
Unilever	Rohit Jawa	Senior Vice President, Global Marketing Operations
Visa	Rajiv Kapoor	Head of Marketing and Cross Border, Asia Pacific Central Europe Middle East Africa
Western Union	Eric Rufino Balinghasay	Marketing Director, East and South Asia
YUM! Brands	Vipul Chawla	CMO

the internationalist



a new online resource **THE-INTERNATIONALIST.COM**

The Internationalist's new website provides fast access to its broad range of international marketing content, case studies, and connections—including profiles and viewpoints of industry leaders, videos and briefings from Summits and Think Tanks, a global events calendar, plus so much more. You can now easily connect to the following information and features:

- VIDEO summaries of key speakers at Internationalist summits.
- Full access to TRENDSETTERS — innovative marketing concepts and thought-providing ideas from leading internationalists.
- Link to a central international ad CALENDAR of key industry events around the globe.
- Find TOP MARKETERS on our lists of The China 50, The Latin American 100, Innovators and many more.
- Hundreds of winning international CASE STUDIES for both Media Innovation and Digital Solutions.
- Download PDFs of all Internationalist MAGAZINES or browse via Flipviewer versions.
- BRIEFINGS from Internationalist Think Tanks.

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

Folk wisdom has it that news of increased job change is the sign of a strengthening economy. Let's hope it bodes well for our industry as this spring brought many shifting roles. A number of Internationalist AGENCY INNOVATORS have taken on new, larger positions of late, while others, particularly on the media side, are also making big changes and new starts.



BARRY CUPPLES TO CEO GLOBAL INVESTMENT; CHEUK CHIANG TAKES ON ASIA ROLE

Barry Cupples (*Innovator 2011*), who served as CEO of Omnicom Media Group Asia Pacific in Singapore for

the last 6 years, has accepted a new role at the company as CEO, Global Investment. All Omnicom Global Trading and Accountability organizations will report to Barry, as well as to their local management, and he assumes the functional responsibility of this area across the entire Omnicom organization. He also now serves at the Omnicom Media Group Executive Board level and is relocating to London. Barry will report to Daryl Simm, Global CEO and Chairman of Omnicom Media Group, based in New York.

Barry's Asia Pacific role will be filled by **Cheuk Chiang** (*Innovator 2010*), the newly appointed CEO of Omnicom Media Group, APAC. Under Barry's leadership, Omnicom Media Group brands (OMD, PHD and M2M) in Asia grew significantly, performed beyond expectations, and have been awarded the APAC Agency of the Year 4 times in the past 6 years. They comprise 32 offices across 17 markets.



Cheuk joined PHD as CEO for Asia Pacific in 2008. His 22 years of experience is broad and spans across account management, strategy planning and agency management roles in creative, direct marketing, digital and media agencies. Prior to joining Omnicom, Cheuk was at CumminsNitro in Australia where he had a long and successful spell as Managing Director of the globally-acclaimed and highly-awarded creative hot-shop.

JORDAN BITTERMAN BECOMES MINDSHARE'S CHIEF STRATEGY OFFICER

Mindshare, a WPP global media agency network, recently named **Jordan Bitterman** (*Innovator 2012 for his work at Digitas*) to the newly-created position of Chief Strategy Officer- North America. His role is to drive digital, content and communications planning by focusing on critical industry partnerships and emerging technology, and delivering best-in-class work. He also will focus on CMO level engagement and take a central role in the new business effort across Mindshare North America.

At Digitas, Jordan co-founded the Digitas NewFront, the forerunner to the Digital Content NewFronts, now a key, annual event in the digital marketplace. His most recent Digitas role was Senior Vice President, North America Lead



for Social, Mobile & Content. Prior to that role, he headed the agency's New York media capability and served as a client lead on the agency's global account with American Express. Earlier in his career, he worked as a Vice President of Media for Foote Cone & Belding, and in a range of media-related roles for Modem Media, Ammirati Puris Lintas and Fenn King Murphy.



DICK VAN MOTMAN LEADS DENTSU NETWORK/ASIA

Dick Van Motman (*Innovator 2010 for his work as CEO of DDB Group China*) joined Dentsu late last year and is now leading the team in Asia. Dentsu Network, headquartered in New York and Tokyo, has 82 offices in 29 countries. During its 112-year history,

Dentsu Inc., the No. 1 agency brand in the world, has been a leading innovator in the ways people, ideas, technology and business converge. No doubt, Dick will add to this process.

While speaking an International Innovators Summit several years ago, Dick admitted to living in China long enough to understand the wisdom in advocating popular Chinese sayings and the quotations of country's greatest figures. He talked about his focus on the end goal by citing the simple words of the late Chinese leader, Deng Xiao Ping: "I don't care what color the cat, as long as it catches mice."

During his prior leadership of the DDB China Group, Dick certainly demonstrated that the agency was indeed the cat that catches mice. For five years, he worked tirelessly to build DDB Group from a small office with just a couple of clients to one of the strongest and most integrated agencies in China. DDB China Group grew six-fold in five years.

Dick van Motman often jokes about his extraordinary internationalist background. He's of mixed descent: Dutch/Indonesian, Portuguese/Jewish, and grew up in Holland. After studying marketing and economics, followed by sociology, he worked in Korea, Indonesia, Hong Kong and Singapore before making his way to China. However, he has shown—regardless of those roots or perhaps because of them— that he understands how to market to China and certainly recognizes how to be the cat that catches mice. Dentsu Network/Asia is lucky indeed!



SETH ROGIN JOINS MASHABLE AS CHIEF REVENUE OFFICER

In late June, after 13 years with the New York Times, **Seth Rogin** joined the leadership team at Mashable, the online news website, in the newly created role of Chief Revenue Officer. He will be responsible for advertising sales, branded content and monetization of new products, and will report to

Mashable's Chief Executive Officer and Founder **Pete Cashmore**.

While at The Times, Seth had a number of roles. Most recently, he led the sales operations for all mobile and tablets devices. He was also responsible for the sales and business operations of The New York Times Magazine and T, the company's Style Magazine, including the creation and highly successful launch of the first website for T. He brought advertising at T: Women's Fashion and T: Men's Fashion magazines to record levels.

With more than 20 million unique monthly visitors, Mashable is considered to be the largest independent online news site dedicated to covering digital culture, social media and technology. Founded in 2005, Mashable is headquartered in New York City with an office in San Francisco.

DANIEL ROSEN NAMED GLOBAL CEO OF JOULE

Joule, WPP's full-service worldwide mobile agency, named Daniel Rosen as the company's new Global CEO this June.

He most recently served as CEO of Joule in Europe, the Middle East, and Africa (EMEA) since March of 2012.

Prior to joining Joule he worked at digital agency AKQA, where he co-founded and led the company's global mobile division for eight years. At Joule, he succeeds Michael Collins, who left the company to join mobile DSP (demand-side platform) Adelphic as CEO.

Joule also announced two additional appointments in the US, following Daniel's new role. **Michael Lieberman**, currently a Group Director in Joule's New York office, and **Greg Crockett**, a Group Account Director with the company's Los Angeles operation, were named to the new positions of co-presidents of Joule US. Both will report to Rosen and will be integral members of Joule's global management team.

Launched in 2006, Joule currently operates in four out of the seven largest mobile markets globally with offices in London, Paris, New York, Los Angeles, Shanghai, Beijing and Nanjing. Joule is part of WPP's tenthavenue, a media network that delivers specific audiences to clients, comprised of Spafax, Kinetic, Forward and Joule.



I PROSPECT ANNOUNCES BEN WOOD AS GLOBAL PRESIDENT

iProspect, Aegis Media's digital performance agency, has promoted **Ben Wood**, its UK and EMEA leader, to President of iProspect Global. He



most recently served as President the of UK and EMEA, a role he assumed in April, after leading the development of iProspect UK to a turnover of more than £150 million.

Ben's new role is to grow both the iProspect network and the brand globally. He also becomes a member of Aegis Media's Network Brand Board, which reports to Aegis Media's Global Executive.

Ben replaces **Rob Murray** who had been with the agency network for 13 years and left to join technology start-up.

WILL NICHOLSON & BELINDA BARKER TEAM UP IN A NEW MEDIA IMAGE SURVEY

According to the first annual International Media Image Survey or I-MIS, reputation plays a hugely important role in selecting the right media partners. **Will Nicholson**, Founding Director at The Vision Network, a network of professionals specializing in multi-platform content, community building, brand advocacy and distribution, and **Belinda Barker**,

Managing Director at BSB Media, a bespoke marketing and insight consultancy specializing in the field of media and communications, collaborated to launch a London-based online study that provides insight into the reputations and perceptions around both international network media agencies and media owners.

Topics covered include: Agency Popularity, Skills/Attributes & the Impact on Agency Business, Media Owner Reputation, and Enjoy Doing Business With.

Belinda Barker commented, "It seems that there is no substitute for past experience when choosing an agency, with 73% of marketers choosing agencies based on this, coupled with 70% also using colleague recommendations. Many agencies spend hours focusing on their awards entries and supplying information to Recma but neither appears as a high priority when clients are selecting which media agencies to invite to pitch."

On the subject of "Enjoy Doing Business With," Will Nicholson outlines: "It's difficult for media owners to gain a real understanding of how they are perceived in the industry. I-MIS provides in-depth insight into this, showing, for instance, that BBC World, Discovery Channel and Fox Entertainment are liked equally amongst those that work with them. The FT and Google appear to be polarizing brands as both were ranked as the organizations people like to work with most and least in their category, while Go Viral, RadiumOne and Say Media were ranked equally at the top of Networks/Digital Service Providers."

I-MIS was completed by a total of 306 marketers and agency staff during April 2013. Of the respondents, 21% were marketers and 79% agency. The majority (74%) were based in the UK while the remaining 26% were located throughout the world. The 14 media agencies studied in the report include Mediacom, OMD, ZenithOptimedia, PHD, MEC, Carat, Mindshare, Havas/MPG, Starcom Mediavest, Universal McCann, Maxus, Initiative, Vizeum and Columbus Media. Roughly 60 media owners and associated media companies were surveyed. For more details, follow @imissurvey on Twitter and use #IMIS13.





TODAY'S 100 MARKETING LEADERS

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.

The focus of **The Internationalist** is to connect the people & ideas in international marketing through content, thought leadership, community and collaboration. 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, and The China 50. Bringing together these individuals will create the foundation of a new peer-to-peer initiative called **THE INTERNATIONALIST 1000**. (That's our 10 years of 100 new leaders every year!) **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.

“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 expanded **INTERNATIONALIST 1000** group can help shape this agenda.

This year's **INTERNATIONALIST 100** includes the following marketers:

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

Morten Albaek, Group SVP, Global MarCom & Corporate
Relations — VESTAS WIND SYSTEMS

Janice Alfini, Director, Global New Markets — DISCOVER
FINANCIAL SERVICES

Dr. Greg Allgood, Director Children's Safe Drinking Water —
PUR PROCTER & GAMBLE

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 — XEROX
CORPORATION

Alicia Bateman, Vice President, International Development —
RALPH LAUREN COPORATION

Stefan Betz, Director of Sales & Distribution — GERMANWINGS

Nancy Bhagat, VP, Global Marketing Strategy & Campaigns —
INTEL

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

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

Len Blaifeder, Vice President, Director of Global Advertising —
BNY MELLON

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

Kevin Brown, VP Global Brand Management — DIGI-KEY

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

A-B



Fueling Mass Multi-Channel Customization

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

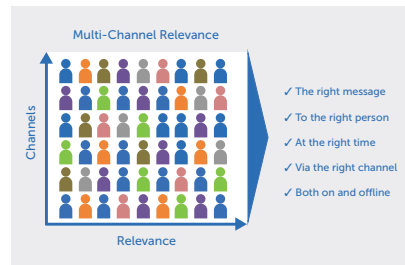
Relevant multi-channel engagement requires orders of magnitude more content.

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.

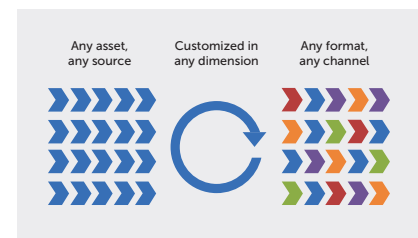
On the other hand, relevant, multi-channel engagement requires orders of magnitude more content. As a result, promising gains are too often obliterated by ballooning costs.

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.

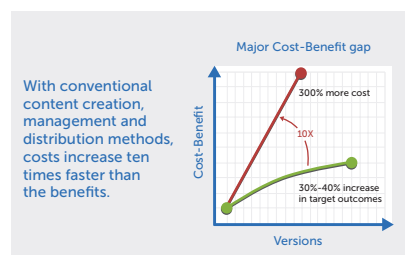
“Elateral’s game-changing technology revolutionizes content economics and unleashes the potential of multi-channel experience management.”

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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.

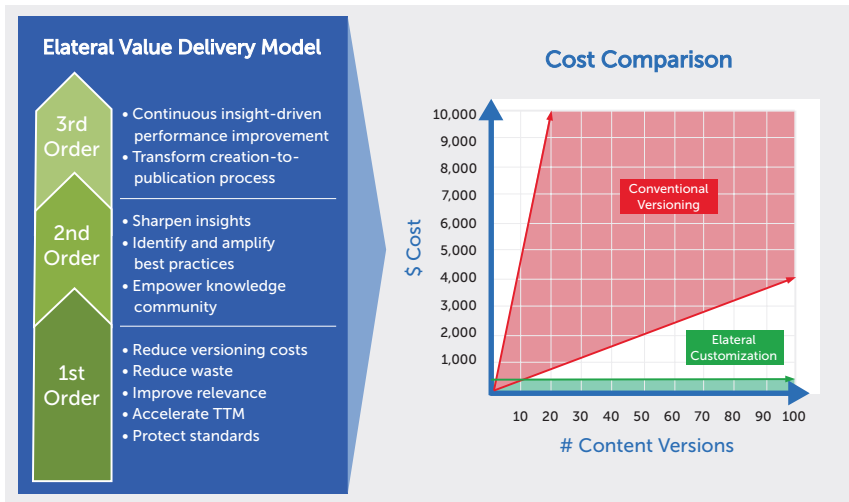
All experience management and content delivery platforms, whether CMS, email, social, mobile, print, POS, digital display or otherwise, depend on content to fuel relevant experiences. Producing it with record-shattering speed, flexibility, control and cost efficiency is imperative in today's market.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

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

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

*Patent-pending

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



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**B-C**

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

Christa Carone, Executive Vice President & Chief Marketing Officer — XEROX

Marcus Casey, Director, Global Ecommerce and Mobile Services — LUFTHANSA

Julie T. Chan, Director International Media — PFIZER Consumer Healthcare

Kim Chrystie, Director, Advertising and Media Strategy — EMC Corporation

Helen Clark, Head of Corporate Marketing — CHEVRON

Wendy Clark, Senior Vice President, Integrated Marketing Communications & Capabilities — THE COCA-COLA COMPANY

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

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Frederique Covington Corbett, Central Marketing Organization Lead, Asia Pacific — MICROSOFT

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

Mark Davies, Director, Loyalty and Marketing — STAR ALLIANCE

Celine Del Genes, Global Head of Marketing & Go-To-Market &

Project Management — Training Business Unit — adidas Group/
REEBOK International

Carmen D'Ascendis, Director, Global Marketing for Jack Daniels
— BROWN FORMAN

Nancy Deck, Vice President, Multi-Brand & Loyalty Marketing —
HILTON WORLDWIDE

Luis Di Como, Senior Vice President Global Media — UNILEVER

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

Trevor Edwards, President — NIKE Brand

Lauren Flaherty, Executive Vice President & Chief Marketing
Officer — JUNIPER NETWORKS

Kieran Foley, Group Marketing Director — DIGICEL

Gerardo Garcia, Group Director, Global Design — THE COCA-
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Katy Giffault, Vice President Global Consumer Insights —
HASBRO, Inc.

Julia Goldin, Senior Vice President and Global Chief Marketing
Officer — REVLON

Giorgio Guidotti, President Worldwide Public Relations and
Communications — MAX MARA FASHION GROUP

Anna Griffin, Vice President, Global Brands & Campaigns —
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Jack Haber, Vice President, Advertising and Digital — COLGATE-
PALMOLIVE

Maria Jobin, Vice President, Head of Branding & Advertising —
ABB

Jason Hill, Director of Advertising, Growth Markets — GE



D-H



H-L

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

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

Ben Jankowski, Group Head of Global Media — MASTERCARD WORLDWIDE

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Kimberly Kadlec, Worldwide Vice President Global Marketing Group — JOHNSON & JOHNSON

Laurie Kasper, Global Media Manager — INTEL CORPORATION

John Kennedy, Vice President, Corporate Marketing — THE IBM CORPORATION

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

Mike Kolleth, Director Corporate Advertising & Branding — DOW CHEMICAL

Claudia Lagunas, Global Marketing Director — PEPSICO INTERNATIONAL

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

Anthony Lau, Marketing Head, Credit Cards — BANK OF COMMUNICATIONS CHINA

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

Larry Light, Chief Brands Officer — InterContinental Hotels Group

Ted Linehan, Chief Marketing & Innovation Officer, EMEA —
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Amy Lou, Director of Global Brand Marketing — HUAWEI
DEVICES

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

Stefan Olander, Vice President/General Manager Digital Sport
— NIKE, Inc.

Steve Pacheco, Managing Director of Advertising — FedEx

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

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Exchange

Erich Parker, Director of Corporate Communications —
DUPONT

Adam Petrick, Senior Global Head of Brand Management —
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Teresa Poggenpohl, Managing Director Global Image —
ACCENTURE

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

L-Q



Q-T

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

Babs Rangaiah, Vice President Global Media Innovation — UNILEVER

Marisa Ricciardi, SVP/Chief Marketing Officer — NYSE Euronext

Roberto Ricossa, Vice President, Marketing Americas — AVAYA

Diego Scotti, Chief Marketing Officer — J. CREW

Bettina Sherick, Senior Vice President, Digital Strategic Marketing — 20th CENTURY FOX INTERNATIONAL

Sue Shim, Executive Vice President/Global Chief Marketing Officer — SAMSUNG ELECTRONICS

Shiv Singh, Global Head of Digital — PEPSICO BEVERAGES

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

Kensuke Suwa, Chief Marketing Officer/ US & Europe — UNIQLO

Jim Speros, Executive Vice President and Chief Marketing Officer — FIDELITY INVESTMENTS

Simon Sproule, Corporate Vice President, Global Marketing Communications — NISSAN Motor Company

David Stern, Senior Vice President & Global Chief Marketing Officer — KAO BRANDS

Jon Suarez-Davis, Vice President of both Global Digital Strategy & North America Media — Kellogg's

Regina Szeto, Regional Media Director Asia Pacific — LVMH

Susan Thronson, Senior Vice President Global Marketing Officer — MARRIOTT INTERNATIONAL, INC.

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 — AMERICAN EXPRESS

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

John Wallis, Chief Marketing Officer — HYATT HOTELS
CORPORATION

Shawn Warren, President — KRAFT FOODS China

Rahul Welde, Vice President Media — Asia, Africa, Middle East,
& Turkey Region — UNILEVER

Colin Westcott-Pitt, Vice President of Marketing — HEINEKEN

Sarah Wyse, Head of Marketing Strategy — COUTTS



V-Z

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 ANA.

InterContinental Hotels' Larry Light Leads a Global Marketing Transformation



Larry Light, appointed a year ago as Chief Brands Officer of InterContinental Hotels Group (IHG), has the rare ability to take the complicated and not merely make it simple, but also make it meaningful. He has enjoyed an extraordinary marketing career as agency executive, brand champion, advisor, author and academic, but may be best known for his contributions to McDonald's while CMO from 2002-2005. Not only did he galvanize a global brand behind "I'm Lovin' It," adopted from DDB's Heye & Partner of Unterhaching, Germany as part of a breakthrough agency competition, but the expression has made its way into the local language of 47 million customers and has become McDonald's longest-enduring tagline-turned-mantra. Larry Light was unquestionably instrumental in the company's outstanding marketing turnaround.

Today, he is leading a transformation at InterContinental Hotels Group, one of the world's largest hotel companies. IHG provides over 157 million guest nights per year through a total of 4600 properties in nearly 100 countries via a portfolio of 9 hotel brands at varying price points, including: Holiday Inn, Holiday Inn Express, Hotel Indigo, Crowne Plaza, InterContinental, Staybridge Suites, Candlewood Suites, EVEN Hotels and HUALUXE Hotels and Resorts.

His concepts at IHG are continuing to reinvent our thoughts about marketing and the significant role that it plays in business. As a keynote at the ANA's Brand Masters Conference held this

spring in Palm Beach, Larry Light captivated an audience for 45 minutes, as he described the process of "brand leadership marketing," which he characterizes as both a process and a mindset. In fact, he believes that the goal to build strong brands should be a business accountability, not merely a marketing accountability. In other words, the business plan and the brand plan should be one in the same.

He described how InterContinental Hotels Group is undergoing tremendous cultural change by aligning all of their objectives—whether matters of design, construction, personnel, IT, or marketing-- behind a singular

mission to build brand preference. He emphasized that achieving brand preference is not simply about "how you manage a marketing campaign," but even extends to how you compensate employees. He asserted, "Last week, 300 job descriptions and responsibilities were changed to reflect the rallying importance of building brand preference. This week, a new rewards system for the organization will be put in place to underscore the goal of building brand preference. Next week, 4,600 General Managers at each of our hotel properties will be retrained. GMs are the ultimate brand managers; they create the image of our brand onsite."

According to Larry Light, we now live in a collaborative, social-media society where people share their lives through experiences, reviews, blogs, wikis and commentaries. This is transforming how we organize our businesses. Sharing, he underscores, is not partitioning, which he describes as the disease of the silo mentality. Shared responsibility has a significant impact on how we should approach organizational structure and brand management.

In fact, he is convinced that former models about the globalization of marketing from a central core and its evolution of “Think Global; Act Local” are not only outdated, but can no longer lead to brand success for most organizations. He calls these past structures the “one-box model” and the “two-box model” in reference to checking off centralized or dual global-local options.

For the majority of brands today, he believes we now need a “3-box model” that reflects more interconnectedness and more personalization among people with stronger individual passions; not a world that is more “standardized.” The goal is to provide “freedom in a framework.” Ticking the boxes now means forgetting about a centralized core (1 box) or global-local tension (2 boxes); instead, the focus is on delivering shared commitment, a global brand ambition, and local relevance.

To understand a better global model for brand-building, Light suggests that brands consider the following three issues, which may engender company “culture shock,” but will lead to contemporary global brand success:

1. What is the brand’s North Star? How is it defined? What is its ambition? This brand definition should be inspiring enough so there is a gap between where it is now and where it ultimately wants to be. He asks, “Why aim for less?” This compelling and coherent brand ambition is a shared responsibility and is owned by everyone who participates in the brand across all functions and all geographies.
2. Define the brand framework. Although this is designed to achieve organizational alignment and shared responsibility where everyone contributes whether global, regional, or local, there are brand standards-- iconic elements of the brand—that are non-negotiable. A “culture of equals” needs to immediately understand when the brand is “out of bounds.”
3. Deliver results by focusing on outcomes, not tactics. In short, THE BUSINESS PLAN AND THE BRAND PLAN ARE THE SAME. IHG’s

objective is BUILD BRAND PREFERENCE. According to Light, “How we manage the business is not simply how we do marketing. Whatever someone’s job description, we need their personal innovation and creativity to make this plan happen. Freedom in a framework, based upon a common brand set of boundaries, inspires innovation. Great ideas do not give a damn where they come from.”

Larry Light knows that his “3 box model” also engenders fast results. “When the entire organization shares responsibility for building a strong brand, not just the marketing department, the brand ambition is the same throughout the world. Keep in mind that nothing is as effective as relevance, so this allows local markets to innovate within a framework. Everyone talks about how China is different, but we watched our Crowne Plaza group there create brilliant marketing which resulted in 7% growth in 60 days. It is possible with a shared commitment, a global brand ambition, and local relevance. This is not a long term dream; if the whole organization is aligned, it can achieve measureable results in the short term. And continually taking care of the short term does lead to long-term success.”

“We now live in a collaborative, social-media society where people share their lives through experiences, reviews, blogs, wikis and commentaries.”



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AUTHOR! AUTHOR!

How do they do it? So many of our industry leaders manage to find the time and energy to share their thoughts as authors.

Summer is designed for reading. Here's a list of intriguing and inspiring topics — all reflect the variety of subjects that now comprise our global marketing business.

Here are some topics and authors to explore:

- Modern Memoirs & Marketing Magic (M&C Saatchi; Richard Kirshenbaum)
- New Views on Brand Strategy (Jeremy Holden; Antony Young)
- Global Growth Equations (Fredrik Härén; Jim Stengel, Luis Gallardo)
- Mysteries of the Middle Kingdom (Tom Doctoroff; Greg Paull & Goh ShuFen)
- And the Rest of the World (Anita Mendiratta)
- Advice for a Digital Age (Aaron Shapiro; Shaun Abrahamson, Peter Ryder & Bastian Unterberg)
- Gimme Data (And I'll Give You the World) (Dimitri Maex)
- The Average Human Being (Morten Albaek)

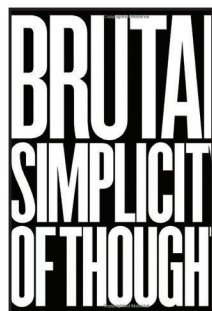
MODERN MEMOIRS & MARKETING MAGIC

Brutal Simplicity of Thought: How It Changed the World

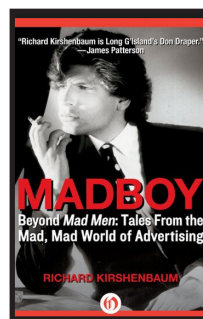
By: M&C Saatchi

To mark its return to New York, M&C Saatchi, the world's largest independent advertising network, published a colorful new book called *Brutal Simplicity of Thought: How It Changed the World*. First issued in the UK and now released in the US this April, the book was originally conceived as a training manual for employees as an abstract of the Saatchi approach to creativity over the last 40 years. In simple pictures and text, it illustrates the shocking simplicity of brilliant inventions and their impact throughout civilization. From the story of how two wheels emancipated women to how one good turn made the paper clip, *Brutal Simplicity* proves that while simplicity looks easy, it is exceedingly difficult to achieve. When done right, though, it can move the world.

New York CEO Jeff Brooks told a celebratory crowd



at the New York launch: “Never before in the history of our industry has there been a greater need for what we believe and what we deliver: Brutal Simplicity. Make no mistake- -the biggest threat facing marketers today is complexity. As clients are forced to do ‘more with less’ simplicity isn't a nice-to-have, it's a survival strategy for brands in the 21st Century.”



Madboy: Beyond Mad Men: Tales from the Mad, Mad World of Advertising

By Richard Kirshenbaum with Foreword by Jerry Della Femina

In 1987 at age 26, Richard Kirshenbaum joined Jonathan Bond to start a bold creative agency- Kirshenbaum & Bond, and together they became the

“bad boys” of Madison Avenue with cutting edge work and guerilla tactics. Today, the shop is known as kbs+p (Kirshenbaum Bond Senecal + Partners) and is a member of the MDC Partners network. Kirshenbaum, a self-proclaimed “Madboy,” titled his recent memoir by the same name, and with characteristic irreverence,

talks about the transformation of the ad business from the 80's to today.

When discussing his modest suburban New York origins on Long Island, he jokes how his interest in advertising awoke when his grandfather first taught him that a Cadillac is more than a car, and that if you can't have a Trinitron you might as well not watch TV.

Today, Richard Kirshenbaum is the chief executive of a boutique agency called NSG/SWAT, part of Nue Studio Group, a company he created in January 2011, a year before departing as chairman at Kirshenbaum Bond Senecal. The agency is designed to offer marketers an alternative via "SWAT" teams, created to both take advantage of technology and tailor activities to a client's needs.

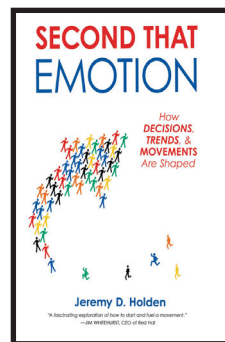
NEW VIEWS ON BRAND STRATEGY

Second That Emotion: How Decisions, Trends, and Movements Are Shaped

By: *Jeremy D. Holden* (Chief Strategy Officer at Publicis Kaplan Thaler)

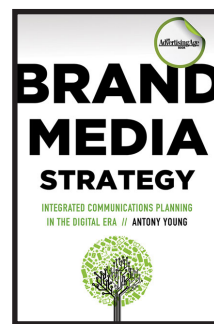
Jeremy Holden is brand strategist with an eclectic background. He's chief strategy officer at Publicis Kaplan Thaler, and has 25 years of experience consulting with global organizations on two continents, including partner/director of account planning at McKinney. With roots in the UK and the US, Jeremy has dual degrees in design and law, and has received awards for design, advertising and digital on both sides of the Atlantic. Plus, he's performed improv, run for political office, taught graduate school, and has written his second book.

Second That Emotion looks at the illogical leaps that drive support for brands, personalities and movements. He explores how passion for an idea, a politician, a celebrity, or a brand has can give rise to a set of illogical beliefs that become the basis for a powerful movement. Although most believe that Madison Avenue is largely responsible for



encouraging us to endorse ideas or buy products, he demonstrates that while advertising and social media can provide a spark, it is individuals that create cultural trends based, more often than not, on thinking that they know logically to be flawed.

His entertaining exploration not only provides a window into our decision-making processes, but offers a new perspective on understanding how brands can break through.



Brand Media Strategy

By *Antony Young* (CEO Mindshare North America)

Antony Young has lived on three continents and has served in media agency Chief Executive roles for nearly 20 years. Currently, as CEO of Mindshare North America, he is responsible for the management and operations of nearly 1,000 employees and roughly \$10 billion in billings.

In just a few short years, his book *Brand Media Strategy* has become an industry standard by providing insights into communications planning in a digital era. With rapidly-evolving technology comes powerful ways to track what's working, what's not, and how to get the maximum impact for any brand—even in a shrinking economy. He explores how today's most innovative marketers are integrating the latest media tools into a comprehensive strategy to grow their brands and are getting unprecedented results.

GLOBAL GROWTH EQUATIONS

One World. One Company.

By *Fredrik Härén* (Owner — *Interesting.org*; Author & Keynote Speaker on *Business Creativity*)

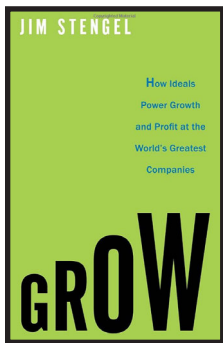
Last year at Cannes, Mindshare and author Fredrik Härén collaborated to deliver a seminar on how to be a global company. The cooperation resulted in a subsequent book, *One World*.



One Company. in which Fredrik discusses a new breed of global company, defines a fresh concept of global brand, and outlines “The Global Divide,” or gap between thriving and struggling companies.

He also shares how some companies create “nationalistic” brands versus global ones, and offers ways to maximize global resources. Fredrik travelled the world to interview C-level executives to better understand the “thrivers” and the steps they’ve taken to insure global success.

Swedish-born Fredrik Härén now lives in Singapore and is author of 9 books, including The Idea Book, a worldwide business best seller. He has given more than 1500 speeches in over 45 countries and provides workshops and seminars on creativity and innovations for hundreds of organizations in a broad variety of industries.



Grow: How Ideals Power Growth and Profile at the World's Greatest Companies

By Jim Stengel (President/CEO of The Jim Stengel Company and former Global Marketing Officer of Procter & Gamble)

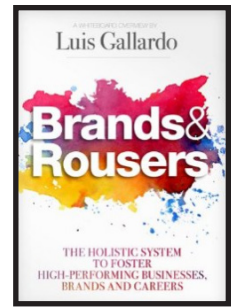
Most remember Jim Stengel from his many years at Procter & Gamble, particularly in his

role as Global Marketing Officer from 2001-2008. However, it has already been 5 years since he founded The Jim Stengel Company, which is both a think tank and consultancy that conducts proprietary research and applies new business ideals to drive growth in a global economy.

In fact, it is growth that fascinates Jim most, and last year *Grow* was released, based on a 10-year study in collaboration with Millward Brown Optimor that tracked 50,000 brands in regard to customer engagement, loyalty and advocacy. Jim writes about how fifty of those brands qualify as the world’s best businesses, because they demonstrate a cause and effect relationship between financial performance and an ability to connect with human values and greater purpose. Jim’s mission is to inspire business leaders throughout the world to achieve higher performance by rethinking their ideals and *Grow* does so through great case study examples.

Brands & Rousers. The Holistic System to Foster High-Performing Businesses, Brands and Careers

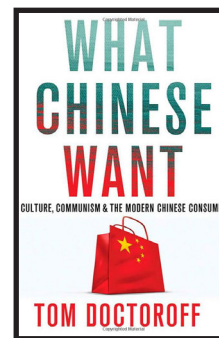
By: Luis Gallardo (Currently Burson-Marsteller, Spain; Former Managing Director, Global Brand & Marketing- Deloitte)



Luis Gallardo has been a brand leader for many years, and in *Brands & Rousers* he underscores how today’s multinational marketing dialogue should no longer be about the interplay of global and local balances. Instead, he advocates that the most effective business philosophy of the 21st century is to “think holistically and act personally” if we are to achieve the best marketing goals in a modern era.

To help brands and businesses achieve their objective of sustained, gainful growth, he has introduced the 6Rs: focusing on the reason behind the business, generating and maximizing revenues, rousing people, developing a reputation, building business relationships and ensuring resilience.

MYSTERIES OF THE MIDDLE KINGDOM



What Chinese Want: Culture, Communism and China's Modern Consumer

By Tom Doctoroff (CEO — JWT North Asia)

Tom Doctoroff has now spent nearly 20 years in China as an advertising leader, has received some of the country’s highest expatriate honors and even

served as an Official Torchbearer in the Beijing 2008 Olympics. Born in Detroit, educated in Chicago, he often quips that he made a detour to Hong Kong in 1994 and never quite made it back to the US.

His first book, *Billions: Selling to the New Chinese Consumer* was a best seller, and in 2012 he followed with *What Chinese Want* to underscore those contradictions that are critical for understanding that nature of successful brands in China. Although he cites how Chinese consumers actively prefer Western brands over their domestic competitors, he also argues that Chinese consumers are not becoming “Western.” According to Tom Doctoroff, they are

increasingly modern and international, but remain distinctly Chinese. The country's economy and society may be evolving rapidly, but the underlying cultural blueprint has essentially remained constant for thousands of years. He shares how successful Western brands craft their messages to be “global,” not “foreign,” so they can become vessels of Chinese culture.

The book is an absorbing, complex and an unforgettable exploration of brands and culture.



CHINA CMO – Best Practice in Marketing Effectiveness & Efficiency in the Middle Kingdom

By Greg Paull and Goh ShuFen
(Principals at R3)

China's marketing leaders are not merely facing the same set of challenges as their global counterparts. In addition to the

steep learning curve brought about by new media and the ever-present pressure to deliver instant return-on-investment, the diverse makeup of the Mainland presents numerous complexities of culture, geography, economics, and scale.

What does it take to develop the most effective and efficient marketing campaigns in the world's largest and fast growing market?

Co-authored by the Principals of global marketing consultancy R3, CHINA CMO shares details behind marketing campaigns, trends, and best practices, as well as actual case studies that provide answers to three fundamental challenges: engaging consumers, building brand equity, and identifying opportunities for business growth. Voices from global brands such as Starbucks, McDonald's, Adidas and Ikea provide an in-depth look at how businesses go about winning the hearts and minds of consumers in the world's largest market.

AND THE REST OF THE WORLD

Come Closer: How Tourism is Shaping the Future of Nations

By: Anita Mendiratta
(Managing Director- CACHET Consulting for Economic Development and Tourism)

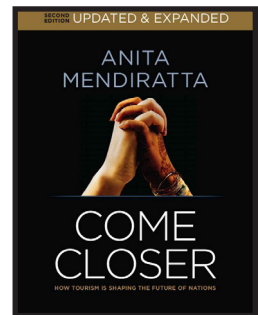
In 2012, over 1 billion travelers crossed international borders. Global tourism

not only affects the social, economic and diplomatic development of nations, but is ranked as one of the fastest-growing economic sectors in the world. With business expansion into a diversity of new markets and with tourists of rising incomes from all corners of the globe set to explore new cultures, the 21st century just might become the century of travel.

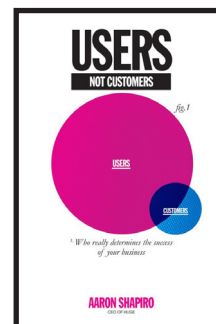
South Africa-based consultant Anita Mendiratta wrote COME CLOSER to cover a broad range of topics—destination branding, media, tourism investment, diplomacy, the role of government, niche tourism development, and green tourism. Yet her anecdotes highlight the people who both inspire and direct industry growth.

Anita effectively navigates such issues as managing the fine balance of government and private industry to create shared, sustainable destination growth, while encouraging readers to think differently to gain the kinds of strategic insights that can move an industry forward.

Perhaps, CNN International's Richard Quest says it best: “When Anita Mendiratta speaks about tourism, CEOs and tourism ministers listen.”



ADVICE FOR A DIGITAL AGE



Users Not Customers: Who Really Determines the Success of Your Business?

By: Aaron Shapiro (CEO of HUGE)

Aaron Shapiro, now CEO of Huge, the fast-growing digital agency headquartered in Brooklyn, New

York, was the company's 10th employee in 2005. Since that time, he has grown the firm from a small startup into a full-service interactive agency operating out of the United States, Europe, Latin America and soon Asia with a 51% ownership stake by Interpublic.

In a Huge study of Fortune 1000 companies, he noticed a fundamental shift: the most successful companies drive sales by focusing on users instead of just customers. Rather than simply encouraging people to buy products online, these companies emphasize the user experience to build relationships between people and their brands.

Shapiro's message is that if a company is just chasing customers online, it's misunderstanding its challenge. The end-user experience must be the focal point of a 21st century company in today's increasingly customer-centric business environment, and this requires new approaches to marketing, product design, tech infrastructure and even to management thinking.



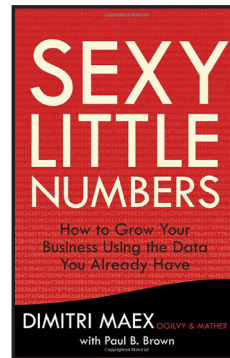
Crowdstorm: The Future of Innovation, Ideas, and Problem Solving

By: *Shaun Abrahamson (Founder of consultancy, Colaboratorie Mutopo); Peter Ryder (former President of Jovoto); Bastian Unterberg (Founder and CEO of Jovoto)*

Successful organizations are constantly searching for new ideas. Most look to their employees and select partners; however, today, ideas can be found everywhere. An exciting aspect of the Internet Era is the potential for people with similar interests to come together in scalable combinations. Crowdstorming can work with tens of thousands to assess many ideas beyond corporate borders and with social relevance. Yet organizing crowds is more difficult than most companies imagine. This new book is a practical guide to tapping into abundant ideas and talent beyond the limitations of any one organization.

Few people know as much about facilitating mass collaboration as Shaun Abrahamson, co-author of Crowdstorm. In fact, Shaun has been a provocative speaker at The Internationalist 100 Summit, and has spent more than a decade advising leading startups and global companies. Peter Ryder has helped numerous organizations improve their business through new technologies, while Bastian Unterberg, via offices in Berlin and New York, organizes a creative community of 40,000 to work on challenges facing global brands.

GIMME DATA! (AND I'LL GIVE YOU THE WORLD)



Sexy Little Numbers: How to Grow Your Business Using the Data You Already Have

By *Dimitri Maex (Managing Director of Ogilvy One New York)*

Belgian-born Dimitri Maex has a Master's Degree in Econometrics, and was best known for his 2009 Fortune Magazine profile titled "Revenge of the Nerds" which talked about advertising's "creatives" versus "quants," or nerds with skills in quantitative analytics. That is, until now.

At the forefront of helping brands maximize the value of data to drive sales in his roles as Managing Director at Ogilvy's Consulting & Analytics Group and now at OgilvyOne, Dimitri's book *Sexy Little Numbers* debuted this April.

At a time when "Big Data" is on everyone's mind, he intriguingly and clearly reveals how certain sexy little numbers can mean more profit. Dimitri also believes that existing data can be converted to actionable strategies that drive real growth and revenues—at virtually no additional cost.

THE AVERAGE HUMAN BEING

If you speak Danish, one of our **Internationalists of the Year**, Morten Albaek, CMO of Vestas Wind Systems, has also authored a new book that's just been released in Copenhagen entitled *The Average Human Being*.

Loosely translated, it talks about how in the 1990s and 2000s, we have created a culture that has invited man to define himself by his ambitions, dreams and fantasies. Albaek asks, "What happens to a culture when people are encouraged to consistently overestimate their skills, as opposed to soberly and realistically assess them? (*Sounds like the advertising world may have something to learn here...*)



MEDIA DATA: EMEA Web in Combination with TV or Print

EMS / COMSCORE WEBPLANNER 2013



The European Media & Marketing Survey (EMS) / comScore Webplanner allows users to plan web campaigns either separately or in combination with print or TV. EMS has expanded well beyond its original 1995 survey area in Western Europe. It now examines the media and consumption habits of the affluent population in 36 countries across Europe, Africa and the Middle East and has now also collaborated with comScore to help with boarder campaign planning.

The Webplanner shows the reach for each site as established within EMS and then fuses that number with average page view data from comScore. The ability to model page impressions is made possible using a specialized algorithm developed by Carthage.

The result is that planners can evaluate web campaigns using either page impressions or share of site metrics, alongside the standard TV and print metrics.

EMS BACKGROUND:



The European Media & Marketing Survey (EMS) measures the habits of Europe's most affluent consumers and top business decision makers – the top income earners of adult population. EMS measures 21 countries across Europe: Austria, Belgium/ Luxembourg, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Russia, Spain, Sweden, Switzerland, Turkey and UK.

First conducted in 1994, EMS does continuous fieldwork and is released once a year.

Its vast strategic planning database allows planners to interrogate the behavior of Europe's most affluent. It is possible to evaluate:

- What they do for business and pleasure
- What they purchase and why
- How they behave and express themselves
- Alongside detailed media consumption: what they watch or read - digitally, analogue or mobile.

This release represents fieldwork conducted between Jan-Dec 2012.

EMS International Web

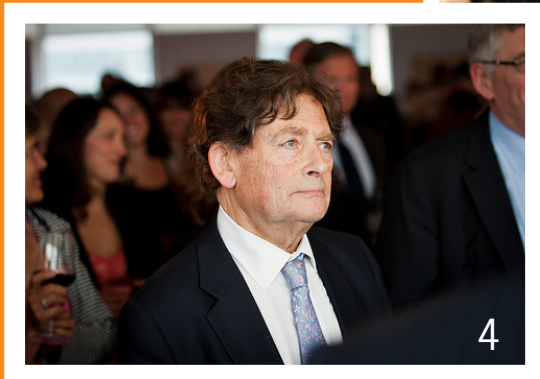
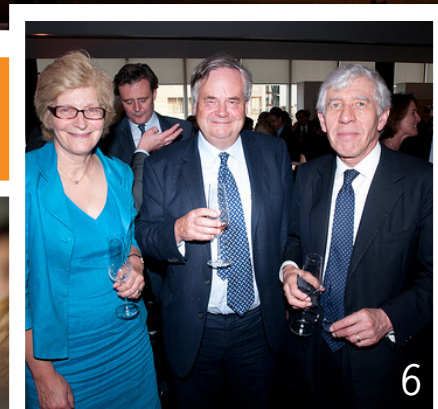
Reach	Total		Total		Total		Total	
	EMS 21		EMS 21 Select Top 3%		EMS 17*		EMS 17* Select Top 3%	
Sample size/profile %>	27,947	100.0%	10,572	100.0%	24,948	100.0%	9,441	100.0%
Est. pop. '000/profile %>	49,441	100.0%	8,770	100.0%	43,177	100.0%	7,854	100.0%
	'000	%^	'000	%^	'000	%^	'000	%^
Daily								
20 Minutes (all country editions)	771	1.6%	151	1.7%	771	1.8%	151	1.9%
Aljazeera	225	0.5%	78	0.9%	197	0.5%	71	0.9%
BBC website (international version)	894	1.8%	313	3.6%	808	1.9%	288	3.7%
Bloomberg	395	0.8%	166	1.9%	356	0.8%	152	1.9%
Bloomberg Businessweek	223	0.5%	96	1.1%	202	0.5%	89	1.1%
CNBC	261	0.5%	83	0.9%	224	0.5%	72	0.9%
CNN	747	1.5%	223	2.5%	634	1.5%	193	2.5%
CNN Money website, incl. Fortune	264	0.5%	104	1.2%	212	0.5%	86	1.1%
CNN websites	977	2.0%	312	3.6%	819	1.9%	267	3.4%
Deutsche Welle (DW)	118	0.2%	38	0.4%	93	0.2%	32	0.4%
Discovery Channel	539	1.1%	124	1.4%	408	0.9%	101	1.3%
Economist, The	339	0.7%	111	1.3%	281	0.7%	99	1.3%
ESPN	180	0.4%	64	0.7%	152	0.4%	56	0.7%
ESPN FC	76	0.2%	27	0.3%	64	0.1%	24	0.3%
euronews	601	1.2%	163	1.9%	494	1.1%	138	1.8%
Eurosport (all country editions)	1,239	2.5%	306	3.5%	1,030	2.4%	267	3.4%
Fashion TV	143	0.3%	45	0.5%	107	0.2%	39	0.5%
Financial Times	607	1.2%	239	2.7%	535	1.2%	214	2.7%
Forbes	138	0.3%	47	0.5%	109	0.3%	43	0.5%
France 24	195	0.4%	60	0.7%	191	0.4%	56	0.7%
History (all country editions)	255	0.5%	72	0.8%	197	0.5%	62	0.8%
Metro (all country editions)	380	0.8%	90	1.0%	329	0.8%	79	1.0%
National Geographic	740	1.5%	181	2.1%	540	1.3%	142	1.8%
National Geographic Channel website (all country editions)	515	1.0%	132	1.5%	395	0.9%	106	1.4%
New York Times, including International Herald Tribune	674	1.4%	235	2.7%	609	1.4%	213	2.7%
NHK WORLD	50	0.1%	20	0.2%	50	0.1%	20	0.3%
Reuters	487	1.0%	166	1.9%	440	1.0%	153	1.9%
RT Russia Today	87	0.2%	38	0.4%	55	0.1%	27	0.3%
Sky News	1,078	2.2%	351	4.0%	1,033	2.4%	339	4.3%
The Daily Beast, including Newsweek	381	0.8%	127	1.5%	320	0.7%	111	1.4%
TIME	320	0.6%	108	1.2%	288	0.7%	95	1.2%
Travel Channel	247	0.5%	73	0.8%	184	0.4%	60	0.8%
TV 5 Monde	113	0.2%	41	0.5%	110	0.3%	38	0.5%
Wall Street Journal (all editions)	251	0.5%	96	1.1%	213	0.5%	86	1.1%
International Web: All	8,645	17.5%	2,366	27.0%	7,406	17.2%	2,104	26.8%

Reach	Total		Total		Total		Total	
	EMS 21		EMS 21 Select Top 3%		EMS 17*		EMS 17* Select Top 3%	
Weekly								
20 Minutes (all country editions)	1,516	3.1%	272	3.1%	1,516	3.5%	272	3.5%
Aljazeera	580	1.2%	186	2.1%	499	1.2%	168	2.1%
BBC website (international version)	2,857	5.8%	872	9.9%	2,402	5.6%	778	9.9%
Bloomberg	1,272	2.6%	532	6.1%	1,140	2.6%	482	6.1%
Bloomberg Businessweek	865	1.7%	357	4.1%	764	1.8%	325	4.1%
CNBC	1,064	2.2%	350	4.0%	899	2.1%	304	3.9%
CNN	2,841	5.7%	814	9.3%	2,366	5.5%	713	9.1%
CNN Money website, incl. Fortune	1,027	2.1%	391	4.5%	854	2.0%	339	4.3%
CNN websites	3,499	7.1%	1,070	12.2%	2,921	6.8%	941	12.0%
Deutsche Welle (DW)	458	0.9%	144	1.6%	366	0.8%	120	1.5%
Discovery Channel	2,057	4.2%	465	5.3%	1,523	3.5%	376	4.8%
Economist, The	1,365	2.8%	415	4.7%	1,185	2.7%	376	4.8%
ESPN	787	1.6%	262	3.0%	677	1.6%	235	3.0%
ESPN FC	416	0.8%	142	1.6%	367	0.8%	130	1.7%
euronews	1,986	4.0%	514	5.9%	1,618	3.7%	436	5.5%
Eurosport (all country editions)	4,006	8.1%	939	10.7%	3,216	7.4%	792	10.1%
Fashion TV	499	1.0%	134	1.5%	363	0.8%	109	1.4%
Financial Times	2,193	4.4%	802	9.1%	1,923	4.5%	720	9.2%
Forbes	469	0.9%	156	1.8%	397	0.9%	143	1.8%
France 24	703	1.4%	198	2.3%	692	1.6%	190	2.4%
History (all country editions)	1,160	2.3%	288	3.3%	895	2.1%	245	3.1%
Metro (all country editions)	1,328	2.7%	283	3.2%	1,151	2.7%	252	3.2%
National Geographic	2,940	5.9%	669	7.6%	2,236	5.2%	547	7.0%
National Geographic Channel website (all country editions)	2,575	5.2%	603	6.9%	1,975	4.6%	493	6.3%
New York Times, including International Herald Tribune	2,168	4.4%	673	7.7%	1,911	4.4%	603	7.7%
NHK WORLD	198	0.4%	81	0.9%	198	0.5%	81	1.0%
Reuters	1,709	3.5%	540	6.2%	1,476	3.4%	490	6.2%
RT Russia Today	353	0.7%	139	1.6%	241	0.6%	106	1.3%
Sky News	3,072	6.2%	914	10.4%	2,914	6.7%	872	11.1%
The Daily Beast, including Newsweek	1,411	2.9%	463	5.3%	1,167	2.7%	401	5.1%
TIME	1,577	3.2%	485	5.5%	1,369	3.2%	424	5.4%
Travel Channel	1,102	2.2%	295	3.4%	827	1.9%	246	3.1%
TV 5 Monde	535	1.1%	173	2.0%	513	1.2%	158	2.0%
Wall Street Journal (all editions)	1,048	2.1%	388	4.4%	930	2.2%	356	4.5%
International Web: All	19,270	39.0%	4,580	52.2%	16,378	37.9%	4,067	51.8%
Monthly								
20 Minutes (all country editions)	1,988	4.0%	349	4.0%	1,988	4.6%	349	4.4%
Aljazeera	1,038	2.1%	304	3.5%	895	2.1%	276	3.5%
BBC website (international version)	4,649	9.4%	1,334	15.2%	3,873	9.0%	1,184	15.1%
Bloomberg	2,076	4.2%	828	9.4%	1,851	4.3%	750	9.6%
Bloomberg Businessweek	1,390	2.8%	549	6.3%	1,254	2.9%	509	6.5%
CNBC	1,888	3.8%	586	6.7%	1,583	3.7%	509	6.5%
CNN	4,858	9.8%	1,332	15.2%	4,016	9.3%	1,173	14.9%

Reach	Total		Total		Total		Total	
	EMS 21		EMS 21 Select Top 3%		EMS 17*		EMS 17* Select Top 3%	
CNN	4,858	9.8%	1,332	15.2%	4,016	9.3%	1,173	14.9%
CNN Money website, incl. Fortune	1,659	3.4%	621	7.1%	1,387	3.2%	541	6.9%
CNN websites	5,775	11.7%	1,671	19.1%	4,810	11.1%	1,477	18.8%
Deutsche Welle (DW)	809	1.6%	228	2.6%	646	1.5%	192	2.4%
Discovery Channel	3,925	7.9%	839	9.6%	2,822	6.5%	675	8.6%
Economist, The	2,533	5.1%	736	8.4%	2,211	5.1%	668	8.5%
ESPN	1,216	2.5%	385	4.4%	1,038	2.4%	344	4.4%
ESPN FC	639	1.3%	224	2.6%	570	1.3%	207	2.6%
euronews	3,261	6.6%	804	9.2%	2,625	6.1%	676	8.6%
Eurosport (all country editions)	6,094	12.3%	1,347	15.4%	4,981	11.5%	1,152	14.7%
Fashion TV	884	1.8%	227	2.6%	615	1.4%	178	2.3%
Financial Times	3,607	7.3%	1,233	14.1%	3,185	7.4%	1,111	14.1%
Forbes	1,514	3.1%	475	5.4%	1,269	2.9%	417	5.3%
France 24	1,234	2.5%	325	3.7%	1,197	2.8%	308	3.9%
History (all country editions)	2,073	4.2%	503	5.7%	1,564	3.6%	420	5.3%
Metro (all country editions)	2,048	4.1%	406	4.6%	1,783	4.1%	363	4.6%
National Geographic	5,768	11.7%	1,218	13.9%	4,433	10.3%	1,011	12.9%
National Geographic Channel website (all country editions)	4,643	9.4%	1,037	11.8%	3,554	8.2%	855	10.9%
New York Times, including International Herald Tribune	3,775	7.6%	1,078	12.3%	3,279	7.6%	961	12.2%
NHK WORLD	302	0.6%	118	1.3%	302	0.7%	118	1.5%
Reuters	2,775	5.6%	850	9.7%	2,411	5.6%	773	9.8%
RT Russia Today	536	1.1%	198	2.3%	352	0.8%	146	1.9%
Sky News	4,541	9.2%	1,283	14.6%	4,200	9.7%	1,201	15.3%
The Daily Beast, including Newsweek	2,356	4.8%	728	8.3%	1,958	4.5%	636	8.1%
TIME	2,796	5.7%	801	9.1%	2,412	5.6%	702	8.9%
Travel Channel	2,023	4.1%	506	5.8%	1,514	3.5%	423	5.4%
TV 5 Monde	1,007	2.0%	297	3.4%	970	2.2%	275	3.5%
Wall Street Journal (all editions)	1,922	3.9%	654	7.5%	1,664	3.9%	596	7.6%
International Web: All	25,781	52.1%	5,658	64.5%	21,923	50.8%	5,030	64.0%

*EMS 17 excludes C-EMS countries:
Czech Republic, Hungary, Poland, Russia

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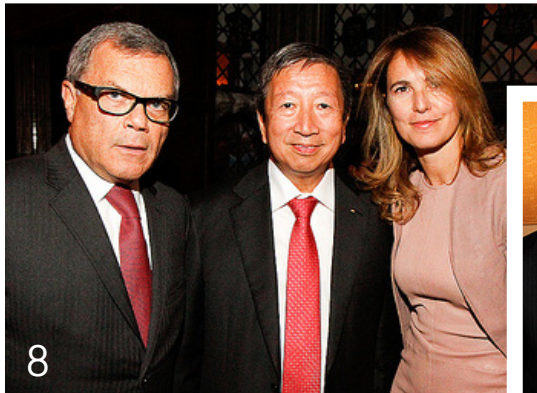
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FINANCIAL TIMES CELEBRATES ITS 125TH ANNIVERSARY IN HIGH STYLE

From FT-branded hot air balloons at the foot of London's Tower Bridge to illuminating New York's Empire State Building with its signature color, the Financial Times celebrated 125 years as one of the world's leading business news organizations with glittering social events and anniversary initiatives. FT Group CEO John Ridding and FT Editor Lionel Barber rang the Closing Bell at the New York Stock Exchange, and announced special anniversary offer for a one-year standard FT.com subscription at a birthday rate of \$125 for new US-based subscribers.

The FT was founded in 1888 and the first edition of the newspaper was published that same year. Since turning the newspaper pages pink in 1893, the FT has continued to innovate and evolve. Today, the FT serves more readers and subscribers across the world than ever before and is recognized internationally for its authoritative and trusted news, commentary and analysis.

All photo identifications from left:

- 1 FT Editor Lionel Barber
- 2 An anniversary hot air balloon in along the Thames in London
- 3 John Armagh and Ozwald Boateng
- 4 Lord Nigel Lawson
- 5 Sir Peter Bazalgette
- 6 Alice Perkins, Sir David Bell and Jack Straw
- 7 Dame Majorie Scardino
- 8 Sir Martin Sorrell, Ng Ser Miang and Lady Cristiana Falcone Sorrell
- 9 Charlie Rose, Gillian Tett, Camille Douglas and Mort Zuckerman
- 10 Andrew Sollinger and Myron Kandel
- 11 New York Mayor Michael Bloomberg with Lionel Barber and John Ridding
- 12 Arthur Sulzberger, Jr. And Gabrielle Greene
- 13 The Empire State Building illuminated in FT pink

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PALM BEACH HOSTS BRAND MASTERS

Well-known for its annual autumn "Masters of Marketing" Conference, the ANA added a special springtime companion, The ANA Brand Masters Conference presented by The New York Times. Leading CMOs and marketing thought leaders gathered to share inspirational approaches to brand building that drive sales, profitability, and return on investment. The event, held at the Four Seasons at Florida's Palm Beach, was hosted by Roger Adams, Senior Vice President, Chief Marketing Officer of USAA and ANA Brand Management Committee Chair.

All photo identifications from left:

- 1 Larry Light, InterContinental Hotels Group and Deborah Malone, The Internationalist
- 2 Bill Duggan, ANA and Roger Adams, USAA
- 3 Tami Holzman, Accenture Interactive; Frances Allen, CMO of Denny's Inc., and Robert Hughes, Christopher Peacock
- 4 Jim Gregory, CoreBrand with Darlene Abubakar and Ann Owens —both of Amtrak
- 5 Nicholas Platt and Jessie Kernan—both of RAPP
- 6 Sonja Matthews, USAA and Jennifer Cohen, Edelman
- 7 Susan Nunez, GfK MRI; Lori Halivopoulos, GfK; a colleague; and Don Simons, GfK
- 8 Bob Ellis, US Postal Service and Bill Cohen, Burns Entertainment and Sports Marketing



MEDIA MATTERS THINK TANK HELD HIGH ABOVE CHICAGO

The Internationalist's MEDIA MATTERS series returned to Chicago atop the Willis Tower as an informal means of connecting people and exchanging ideas, particularly as the Windy City continues to act as a capital for International Marketing and Media Strategy. Key issues were explored with Chicago's internationalists, as well other world-wise marketing experts. Discussion focused on those basics that drive international marketing success today: market understanding, innovation, and accountability.

All photo identifications from left:

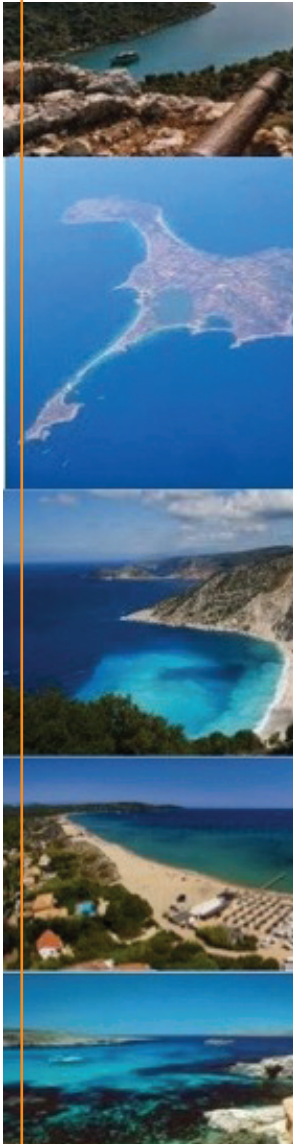
- 1 Alicia Lisowski, MediaCom Chicago; Jens Lernø Storm, Vertic and Brad Feinberg, MillerCoors
- 2 Steve Schildwacher, DraftFCB; Barb Kittridge, Cardinal Path and Fritz Johnston, The Boeing Company
- 3 Jeff Stevens, BBC and Quantas Ginn, Accenture
- 4 Brook Jay, All Terrain; Jack Kraft, The Chiacago Corporation; Liane Adduci, AD Public Relations
- 5 Matthew Archembault, BBC; Ariana Bavarian, BPN; Owen Anderson, Nikkei; Scott Havrilla, DraftFCB
- 6 Alicia Lisowski, MediaCom: Scott Hess, Spark SMG and Bruce Brandfon, Publicitas
- 7 Duke Fanelli, ANA and Dave Beals, R3:JLB
- 8 Cristina Resch and Erin Dilber—both BBC
- 9 Bob Roehl and Tyler Beaupre—both of ID Media with Melissa Worrell, World Media
- 10 Brad Feinberg, MillerCoors and Jens Lernø Storm, Vertic

Contact our team: Conover Brown, Melissa Worrell, Natalya Meytin, Jeannie Ng, Shirley Wai
 conoverbrown@worldmediaonline.com melissaworrell@worldmediaonline.com

10 Perfect European Summer Spots

Summer in Europe is like a sweet dream — no matter how bad the problems in the city, almost everyone finds time to slip away, unfurl on a beach and sip local spirits under starry skies. In times of economic merde it is easy to forget Europe's pleasures, so Hub Culture recruited our oft-traveling Jean Francois Lacourt (who knows all the yacht spots) to create our first ever European Perfect Summer List — he places we treasure.

This is your ultimate insider collection of what's amazing — not just obvious. And Jean-Francois should know, having spent the last few years between Hub events sailing the crystalline waters of Europe on many a super-yacht. Hand this directly to your captain and set course for adventure! The rest of us shall arrive by dinghy.



Stan Stalnaker is the founder and creative director of Hub Culture, a real network merging the virtual and physical. Hub Pavilions are opening worldwide with workspace, online collaboration tools and support services for Hub members. He can be contacted at stan.stalnaker@hubculture.com

1. Panarea Island, Italy

"Probably the most romantic al fresco place on earth with amazing views on stromboli and turquoise shallow waters. In the 70's a Milanese couple bought lots of houses and created shops and hotels called Raya, hoping to preserve a cool and relaxed lifestyle. Since then the rich and famous have come, and much of the Italian jetset is there to be found. Have drinks at one of the many candlelit al fresco bars. Panarea is Italian lifestyle at its best."

2. Iztuzu, Turkey

"Also called turtle island, this is one of the only loggerhead turtle breeding beaches in the Med. Located in the delta of Daylan, it is surrounded by lagoons, bays and miles of white fine sand. It is a hike, so still feels like undiscovered ground. The nearby town is very different from other resorts, with Roman Caunos remains, hot springs, rockfaced Lycian tombs and lots of interesting history."

3. Pakleni Islands, Croatia

"Just a quick boat ride from the very popular and cool Hvar lays the stunning archipelago of Pakleni. Laze around at one of the many beaches, stroll and giggle at Jerolim's nude beach, hit Zdrilica for lunch or Palmizana for its natural botanical gardens. Stunning soft white sand and iridescent shallow waters will welcome you, with always that lavender smell so typical to the region."

4. Kekova, Turkey

"Everything is there, the weather, the nightlife, lush stretched beaches and one of the world's most amazing underwater treasures — the remains of a Byzantian city, only discovered

in 2002. This is a place of historical Roman ruins and natural landscapes mixed perfectly with local traditions. Experience absolute darkness by nightfall and just watch the milky way spin while you sip on some raki."

5. Formentera, Spain

"The smallest of the Balearics is an unspoiled island known for stretches of sandy coastline and translucent waters. Particularly nice are Migjorn and Ses Illetes beaches. In Formentera you simply unwind and enjoy the good life — its very high-end for those in the know. For those craving some of the world's best clubbing just hop over to big sister Ibiza, only 20 mins away by speedboat."

6. Kefalonia, Greece

"Welcome to the Ionian islands, with relaxed long sandy beaches and beautiful warm water. Don't miss one of the world's most beautiful beaches at Myrtos. This is a perfect island for water sports, particularly kite-surfing. It also includes one of the highest mountains of the Greek islands, Mount Ainos, with lush vegetation, mountain rivers and rare species of fir forest. Spend a day hiking and end it with a dip in the sea."

7. Pampelonne, France

"Just around the corner from the ever-chic St-Tropez, this 10km stretch of beach offers the best beach clubs of the Mediterranean. Le Club 55, Tahiti or Les Palmiers are just a couple of the bold-faced names, where everyone lunches away long afternoons under the umbrellas, table hopping with their La Minuit Rose. Beautiful vineyards along the coastline and opulent villas are the rule, so coming along with your yacht is a must and going

for pastis in the nearby village of Ramatuelle an obligation."

8. Comino Island, Malta

"Be sure to visit the Blue Lagoon or one of the many Caribbean-worthy beaches. Comino is one of the best dive spots of the Med - check out blue hole and fungus rock. Swim to the islands of Ciminito or have a wander in the natural lagoons and caves of Santa Marija Bay. Make sure to book at one of the three main hotels and you will have a wonderful time."

9. St. Jean Cap Ferrat, France

"Set in this one-of-a-kind peninsula, JCP is ideally for those who want to escape city life and spend their holiday in complete isolation from the outside world, but without sacrificing epicurean delights. Just the perfect little sea village, with nature and respect of the environment ingrained. Not far from the best seafood of Europe: Bassin d'Arcachon, la Dune de Pila and stunning vineyards, Margaux, St-Estephe, St-Julien. A true Joy for epicureans, in style s'il vous plait. Not to be confused with St. Jean Cap Ferrat, also wonderful."

10. Cala di Volpe, Italy

"The nicest beach on the Costa Esmeralda has beautiful stretches of white sand, crystal clear waters, ensured sun. Cala di Volpe is within the vicinity of the very chic Porto Cervo, where you will have no problems having fun. The love and passion of Sardinians make this place unique for outstanding local food. Very popular by our eastern counterparts and their magnificent large yachts. Lots of diving and some of the best sailing in Europe. If you head to the nearby Billionaire Club, ask Esmerelda Discepolo for a table and tell them Hub Culture sent you."

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