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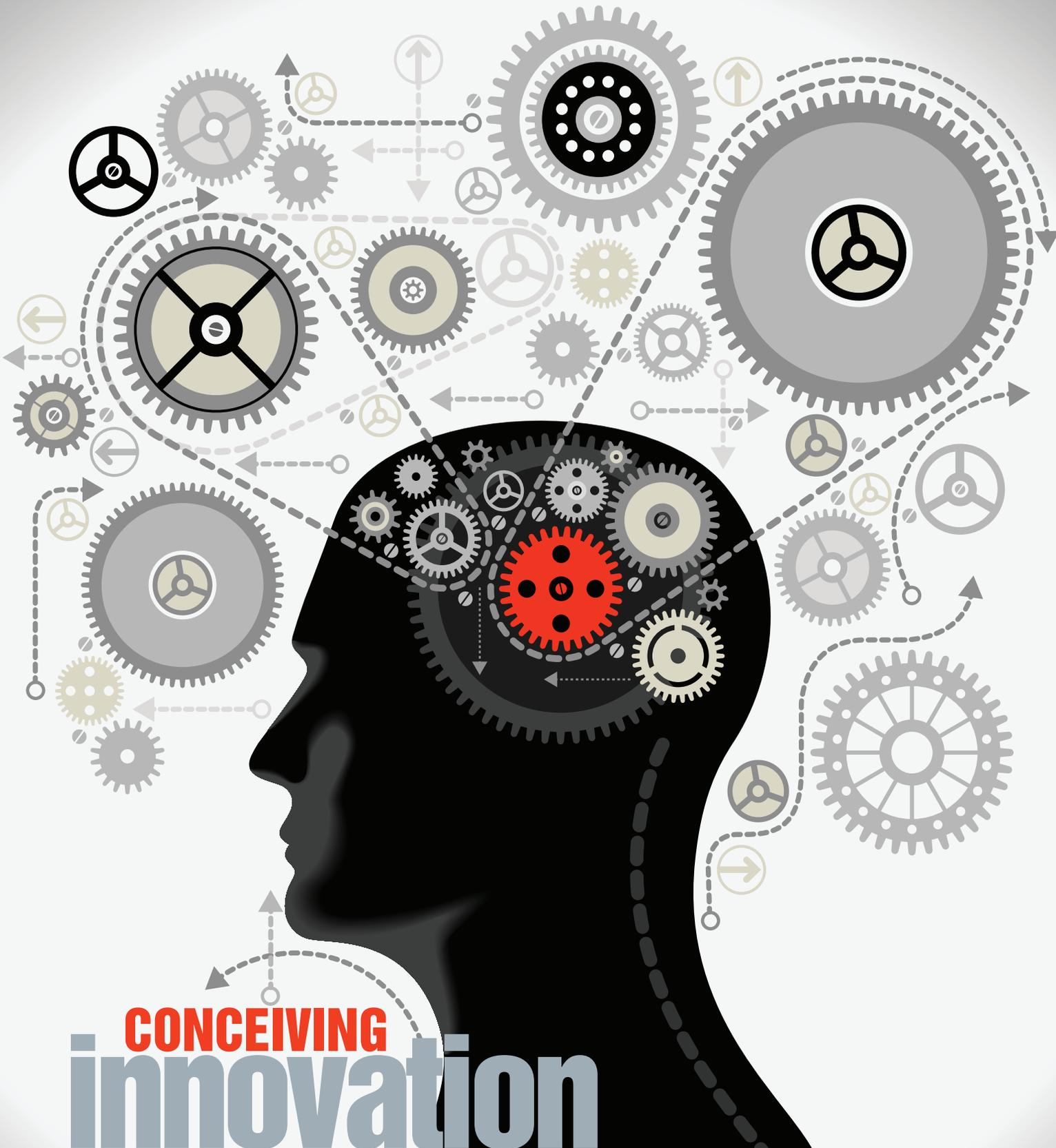
2012 58

internationalist
THE 100

100 LEADERS | 100 IDEAS | 100 POWER BRANDS



**Reinventing Marketing Leadership
amid Global Complexity BRAND
GROWTH IN A SOCIALLY TRANSPARENT WORLD**



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WHO ARE THE 100?

This issue contains the 2012 list of **The Internationalist 100** or those Marketing Leaders who are consistently moving our business forward and are the champions of insuring that brands can cross borders with relevance and responsibility.

Many of **THE 100** have been profiled on 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 are driven in their roles as 21st century marketers in a more accountable, fast-changing, real-time world.

We hope that all those on this year's lists of 100 will carry on with their many successes while they continue to inspire us all.

The Internationalist's 100 series of think tanks and summits focus on Reinventing Marketing Leadership amid Global Complexity. Specific topics are chosen based on survey results from members of *The Internationalist 100*, and highlights from the latest *Summit on Brand Growth in a Socially Transparent World* can also be found in this issue.

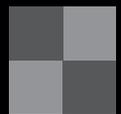
These thought leadership summits provide ideas to meet the increased responsibilities of 21st century marketing leaders in a more accountable, real-time world. The gatherings enable marketers to connect, share challenges and listen to fresh perspectives in the right-sized setting among peers.

At the event, many of the 100 marketing leaders named by **The Internationalist** are be acknowledged and have an opportunity to interact and share ideas. The goal of these summits is to provide enough insights in a packed morning to fuel everyone's thinking for the next 6 months in our ever-changing marketing environment.

Deb Malone
Founder

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Vestas' Morten Albæk Calls for a CMO "Transparency Pledge"

Morten Albæk, Group SVP and CMO of Denmark-based Vestas Wind Systems, is a provocative thinker and compelling speaker.

Since joining the alternative energy company in 2009, he has revolutionized Vestas' business-to-business marketing through visionary and novel approaches. He is a strong believer in one-to-one marketing using alternative channels, in building global collaborations and partnerships, and in integrating marketing with CSR, PR, sustainability and philanthropy.

At a recent Internationalist event celebrating Marketing Leaders, he raised issues of marketing trust and a new generation of citizens and consumers, in an address entitled "Redefining Transparency." He closed his speech with a rallying cry for new marketing action.



According to Albæk, "The fact of the matter is that consumers don't trust marketing. Advertisers regularly poll as the least trustworthy professionals, scraping the bottom alongside politicians and civil servants.

...advertising is seen as the least trusted institution, with **81% of Europeans saying they had little or no confidence in it**, followed by government (75%) and civil servants (67%).

...companies are **only interested in selling products and services to me, not necessarily the product or service that is right for me.**

He cites two studies. The Reader's Digest's 2012 *Trusted Brands Study* shows that advertising is seen as the least trusted institution, with 81% of Europeans saying they had little or no confidence in it, followed by government (75%) and civil servants (67%).

A 2010 study from Lancaster University found that 95% of respondents did not trust advertising; less than a tenth (8%) trust what companies say about themselves; more than half (58%) agreed with the statement "companies are only interested in selling products and services to me, not necessarily the product or service that is right for me."

He asks, "Can we as individuals accept that these odds are no longer tenable, that we have a moral responsibility to redress such inequities in the modern marketplace?"

"The role of the citizen and the role of the consumer have long been seen as separate. In today's interconnected society, the roles have merged," says Albæk. "Citizens are deeply aware of the impact corporations have on the development of a prosperous society, consumers are equally aware that they can influence how corporations act via their purchasing decisions. The citizen and the consumer in each and every one of us is coming together to make

enlightened purchases. A new powerful stakeholder has emerged: The 'citizumer.' By influencing the market, 'citizumers' will ultimately drive a shift from darkness to light. It is just a matter of time before this paradigm shift will emerge. CMOs not looking ahead will leave their brands behind."

Morten Albæk, who is also an Honorary Professor in Philosophy, is known as an innovative global marketing thinker. His other recent transparency initiatives include WindMade, as the first ever global consumer label for a renewable energy source, and The Corporate Renewable Energy Index (CREX), which creates transparency with regard to the amount of renewable energy used by the world's largest listed corporations.

"As a marketing professional," he says, "I am nothing if not pragmatic. Change in any industry defined by legacy will not be easy, it will be a process that happens over time.

The first step, for anyone in this role, is to accept that you are an integrated part of the problem as well as a fundamental part of the solution. Marketers must embrace their personal responsibility and obligation as human beings, global citizens and corporate leaders. By being more transparent we generate more trust for the

Marketers must embrace their **personal responsibility and obligation as human beings, global citizens and corporate leaders.**

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National circulation



Penetration by position in workplace

Executive level (n=2,640)



sources: Japan Audit Bureau of Circulation (ABC) "Newspaper Publisher Report," average of Jul.-Dec.2011/J-READ2011 (Nationwide)

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brands we work with. As marketers we all know trends will come and go, but telling the truth never goes out of fashion.

Therefore, I implore you to advocate for the virtues of honesty in marketing, and make it a personal pledge that you bring to whatever organization or company you represent. It's not just a piece of paper your company signs up to. It is something you commit to and live by every day.

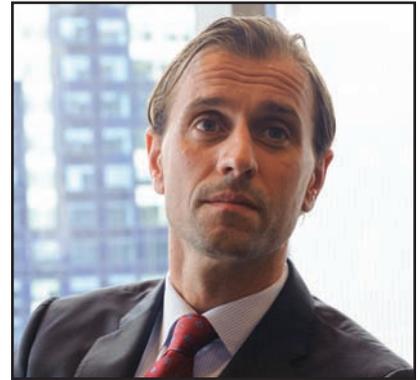
And since we all know strength comes in numbers, let's do something we've never done — at least as marketers — and come together as a group defined by a shared ethics. United, we can solve these challenges and win back both the trust of the citizens and our self-esteem.”

To embrace this powerful shift in marketing thinking, he suggested the following Transparency Pledge:

I will as a CMO:

1. Acknowledge that I have a moral obligation and professional duty to create a more honest global marketing environment
2. Never over-sell products nor declare them to be something they are not to gain business advantage
3. Encourage my gifted employees to at all times be true about the product and corporation they are marketing
4. Evaluate marketing not just strictly on ROI, but with metrics that measure the credibility and fact-based content of my marketing
5. Always stand firm on the principles of the CMO Transparency Pledge in any dialogue, discussion or decision making process with my superiors.

Morten Albaek continued, “So over to you my fellow colleagues; challenge the pledge, tweak it, or sign up to it. The CMO role comes with the power to change society for the better. Let's join forces to make use of it.”



Morten Albæk is Group Senior Vice President for Marketing & Customer Insights in the wind turbine manufacturing company Vestas Wind Systems A/S with direct report to the global CEO. He is responsible for leading Vestas' transformation from a product-oriented to a customer-focused organization, and his global staff covers areas as Key Account Management, CRM, Product Launches, Global Marketing, Brand Strategy, Customer Loyalty and Emerging Segments.

Although his academic background is in History and Philosophy, he started his career at Danske Bank, Denmark's largest financial corporation. After six promotions in six years, he headed the department for Idea Generation and Innovation. He moved to Vestas in 2009.

In addition, Morten Albæk is a prominent character in Danish public debate about society-related subjects. He is the author of two books and a professor at one of Denmark's largest universities. He has also appeared on **The Internationalist 100** list for the past 2 years.

As marketers we all know trends will come and go, but **telling the truth never goes out of fashion.**

European Media & Marketing Survey 2012 Now Includes Turkey

Study also looks at Mobile & Social Trends

EMS Europe Evolves in Scope & Breadth

Scope: This latest release contains Turkey for the first time. Turkey is an increasingly important market and is the world 18th largest economy. Turkey is included within the EMS Western Europe dataset, which includes 17 countries and is described as EMS 17. Western Europe can be evaluated alongside Central Europe known as C-EMS in a combined data base of 21 countries described as EMS 21.

The fieldwork in Turkey is based in the 3 main cities: Ankara, Istanbul and Izmir with a universe of 1,620,000. (see 'Turkey Europe's biggest media consumers' for highlights).

Breadth: The questionnaire is continually evolving, improvements to lifestyle statements, new product categories etc. Recently the focus has been on improving measurement of all-things digital both in terms of how consumers use digital media, both static and mobile, but also how we adapt the survey methodology to allow for digital completion. This release measures mobile apps and websites via smartphones and tablets for the first time.

Media Highlights

EMS Europe measures both reach and frequency for domestic and international print titles and TV channels across the 21 countries measured. Additionally it measures reach for international websites and mobile media.

Europe's elite and affluent population have always been heavy consumers of Pan regional media, in fact only 3% of Europe's most elite EMS Select do not consume at least one Pan Regional media on at least one platform.

Turkey — Europe's biggest media consumers!

One of the features which make the Turkish stand apart from their European counterparts is the sheer volume of media they consume... All types of media, print, TV and internet.

Top line results for EMS 21, 2012

Pan European Print - % AIR	EMS	EMS Select
All PE Print	33.5%	53.6%
Dailies	3.2%	7.6%
Weeklies/fortnightlies	9.4%	18.3%
Monthlies	11.2%	21%
News/business	13.5%	27.4%
Inflights	15%	31.6%
Pan European TV - % Weekly reach	EMS	EMS Select
All PE TV	73.5%	79.8%
News/business	46.7%	59.5%
General entertainment	63.2%	66.9%
% Reach*	EMS	EMS Select
Pan European Web	58.3%	70.5%
Pan European Mobile**	26.9%	36.9%
Pan European Web+Mobile	66.5%	78.4%
Pan European Print+TV+Web+Mobile	93.2%	97.0%

*Web, mobile, TV = Monthly reach, Print = % AIR

**Monthly mobile reach established in the profile questionnaire

Proportionally, there are almost twice as many heavy print consumers in Turkey than in the other EMS countries. The closest comparable countries are Norway for print (52% Heavy Readers), Poland, closely followed by the UK, for TV (51% and 49% respectively Heavy TV Viewers) and Russia for the Internet (52% Heavy Internet Users).

Almost 60% of the Turkish affluent understand English well enough to read a newspaper or watch TV, which may explain the high levels of international media consumption.

Going mobile

Penetration of smartphones has reached 44% across EMS 21 and tablets is at 11%, it is interesting to note that 74% of tablet owners also have a smartphone. Non-smartphone users are being much slower on the uptake of this new technology.

53% of all tablet owners had visited at least one of the international media sites in the last 30 days – indicating a high affinity between adoption of this new technology and quality international news & business content.

However, trusted media sources for Business & Finance remains almost unchanged vs the previous year, mobile has only increased from 2% to 3%. So while penetration of this platform is growing – the ‘trust factor’ is still lagging behind.

Social media continues to grow rapidly; the top 3 network sites have all increased penetration in the last 12 months. Usage varies among the different demographics groups, Select (Top 3%) respondents are less likely to use Facebook but almost twice as likely to use LinkedIn (30%) than the broader EMS audience.

The average spending online (in the last 6 months) has increased from €1,039 in 2011 to €1,429 in 2012.

European Media & Marketing Survey (EMS) is designed to measure the habits of Europe’s most affluent consumers and top business decision makers and its 2012 results launched this month. EMS provides a representative sample of the top 13% of the adult population based on income.

ABOUT EMS

EMS is a mixed methodology survey conducted by Ipsos Synovate based in the Netherlands. Screening is conducted by telephone using random digit dialing. The initial interview is conducted by telephone using CATI to collect all the reach and frequency data and key classification. The telephone interview is followed by a self completion questionnaire where the marketing data is collected. This questionnaire is currently offered to respondents online.

Single consistent survey incorporates 17 Western and 4 Central European countries

EMS: Austria, Belgium/Luxembourg, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, Turkey and UK
CEMS: Poland, Hungary, Czech Republic and Russia.

Universe: **EMS 17:** 40 million **EMS 21:** 47 million.

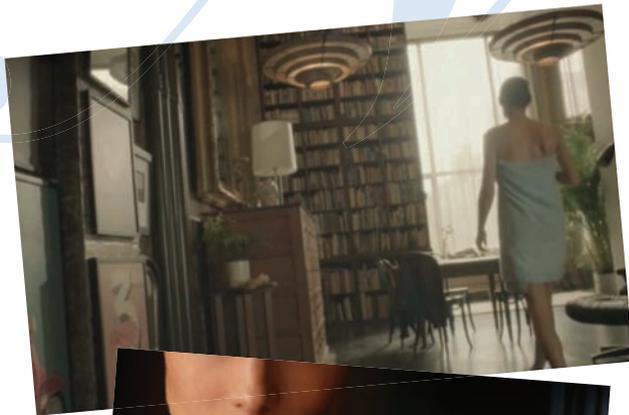
EMS Select is a segmentation of the total EMS universe which represents the very top 3% of the adult population based on their income, frequency of travel and their job.

EMS is a vast strategic planning database, including detailed information on the respondents business and personal life, their behaviour and how they consume media.

- Allows multi-media Reach & Frequency analysis. The survey includes national and international print titles, TV channels, key media websites, portals & search engines.
- Detailed personal and business classification data including; job function, purchase decision making responsibility, life stage...
- Detailed psychographics and lifestyle data
- Travel behavior
- Product usage
- Brand awareness for cars, banks and airlines
- Mobile sites/ applications

Media turn to first for Business & Financial information	
Profile %	EMS 21
Radio	5%
Newspaper	28%
Magazines	7%
TV	14%
Internet	42%
Mobile	3%

Nespresso Campaign in US focuses on Coffee System, Not George Clooney



Anyone exiting the Geneva Airport cannot help but be overwhelmed by prominent **Nespresso** advertising featuring a debonair George Clooney enjoying a sophisticated cup of coffee. Mr. Clooney is featured in **Nespresso** advertising throughout Europe, Asia and Latin American; however, he does not appear in the new US campaign.

Nespresso, a division of Nestlé, sells single-serve espresso machines and capsules of coffee worldwide, and has just introduced its first television advertising in the United States. The campaign is focused on educating American consumers about the Nespresso system as single-serve coffee machines are gaining popularity.

The commercial, produced by the Martin Agency, a division of Interpublic, suggests a cafe, illuminated by romantic lighting, while a woman selects a coffee capsule from a **Nespresso** box, inserts it into a machine and makes a cup of coffee.

The viewer then realizes that the woman is simply draped in a towel, and standing at a window in her home. The voice-over says, "I found the best cafe in the world, Nespresso, where there's a grand cru to match my every mood, where just one touch creates the perfect cup, where no one makes a better cappuccino, latte or espresso than me, and where clothing is optional."

The spot concludes with the tagline, "**Nespresso, the best cafe, yours.**"

"The goal of the television ad is to showcase the sophistication that **Nespresso** evokes among consumers," said Franz Niedermair, Vice President of Marketing, **Nespresso** North America. "**Nespresso** gives you moments of luxury and pleasure through a refined coffee experience, in the comfort of your home, with a simple touch of a button at any time - even if you have just stepped out of the shower."

The television ad will be supported by digital media, along with the launch of **Nespresso's** redesigned U.S. website, www.nespresso.com, and through in-store materials. The Martin Agency leads creative for the campaign.

From Print Advertising to Lead Generation



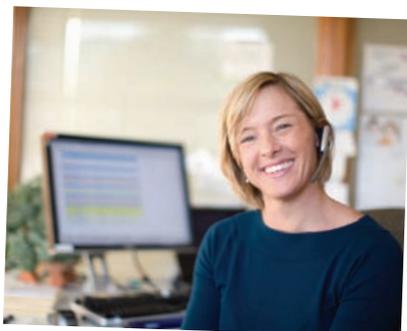
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Abu Dhabi Launches Incentives To Become ‘Go To’ Destination For International Commercial Production

twofour54, the media & creative industries hub and the Abu Dhabi Film Commission, have launched the region's first incentive scheme as it looks to accelerate Abu Dhabi as the first choice for international and regional creatives looking to produce TV commercials, video and digital short-form content on location, offering both production and post-production services. The scheme will be operational from September 1st.

A rebate of up to 30% of qualifying spend in the Emirate of Abu Dhabi will be available for commercial production as well as TV, documentary and feature film makers. The qualifying spend relates to goods and services sourced from Abu Dhabi and for relevant expenditure on location or studio filming and post-production. It will also cover costs relating to the contracting of any UAE registered crew and services for activities in Abu Dhabi. Temporary accommodation costs in Abu Dhabi, as well as airline tickets and freight booked on Etihad Airways, will also qualify for the rebate.

twofour54's position as the hub for the creative and production industries in the region also ensures that Abu Dhabi can deliver key industry infrastructure; a great range of diverse urban locations and landscapes, one stop shop providing prompt government services for all visa/permit requirements, experienced crew and equipment hire supported by state of the art facilities. These include 10 fully-HD studios up to 1,000m², 23 post-production suites and the region's only Baselight colour grading facility.

twofour54 has already hosted a number of recent international film productions including the summer blockbuster *The Bourne Legacy* starring Jeremy Renner and Rachel Weisz and directed by Academy Award nominee Tony Gilroy for Universal as well as big budget Bollywood production, Oru Maru Bhoomi Khatha, by legendary Indian director Priyadarshan, Oru Kal Oru Kandadi a Tamil film by Manickavasagam and the BBC's Wild Arabia.

“Our new incentive scheme is unique in the MENA region and focussed on attracting international and regional producers and creative agencies to Abu Dhabi,” explained Wayne Borg Deputy CEO and Chief Operating Officer of twofour54 at the Cannes Film Festival where the scheme was launched. “This initiative reflects the culmination of our efforts to put in place all the key ingredients to reinforce our position as the regional hub and first choice, go-to place for producers. This is our commitment to all the creative industries. We expect to accelerate production activity and in doing so fulfil our objective to further fuel the development of the regional media industry by providing the opportunities for Arab filmmakers, crew and production support companies to work alongside their international counterparts.”

To learn more please visit www.film.gov.ae



twofour54 delivers its advanced cohesive infrastructure through three key pillars: twofour54 tadreeb (the media training academy), twofour54 ibtikar (venture capital investment fund for Arab media and entertainment businesses) and twofour54 intaj (a state-of-the-art production complex including digital and post production facilities, broadcast and distribution facilities and the region's only 3D stereoscopic lab). These services are supported by twofour54 tawasol, facilitating easy business set-up and providing ongoing support services.

twofour54 is home to the world's first Cartoon Network Animation Academy, a dedicated Gaming Academy in partnership with Ubisoft and owns the leading global training provider, SAE Institute, in the UAE. The Abu Dhabi Film Festival and the Abu Dhabi Film Commission are also managed by twofour54 under a single vision to position Abu Dhabi as a creative hub for the region.

twofour54 has already attracted over 160 companies, which are now based at the Abu Dhabi campus. These include several of the region's and world's largest and most influential content creation companies, including Ubisoft, Sky News Arabia, Fox Intl Channels, CNN, BBC, Financial Times, C Sky Pictures, Thomson Reuters, Cartoon Network, PyraMedia, Bloomberg, Blink Studios, Charisma, VERITAS Films, Tahadi and Jawaker. Each of these partners has recognised the vast opportunity that the Arab world represents for growth, and has committed significant investment and resources to business initiatives that are led out of twofour54.

The name twofour54 is taken from Abu Dhabi's geographical coordinates, which are latitude 24 north, longitude 54 east. This name was chosen to symbolise Abu Dhabi's strategic position within MENA, and its central role in driving the development of the region's growing media and entertainment industries.

GLOBETROTTERS

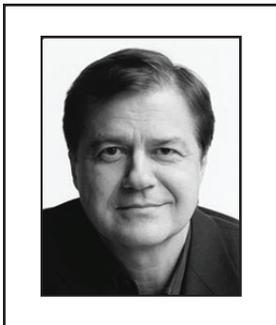
from the blackberry of deborah malone



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

TO SUBMIT TO GLOBETROTTERS, EMAIL: deborah.malone@internationalistmagazine.com

This edition of Globetrotters highlights how a number of our industry colleagues are publishing books to share new thinking.



CLARK KOKICH—DO OR DIE

At an IAA lunch in early May, Clark Kokich, RazorFish's Chairman, talked about his marketing concept of Do or Die, which is also the title of his new book and iPad app about surviving and thriving in a world where the old ways of marketing aren't getting it done. He suggested that today everyone is

struggling to figure out what works, what's hype, what technology matters, how do we grow and why is this so hard... so you're not alone in those thoughts about your job that wake you at 4am!

Do or Die is the first full-length business book to be published as an iPad app. It infuses the power of digital into the traditional book format, by featuring video interviews, live websites and Twitter feeds and easily shareable content.

"It seemed silly to preach about breaking rules and doing things in a new way, then to release a traditional printed book," said Kokich. "Rather than merely give readers information, we wanted them to experience it on their own terms. This hybrid book-app design leverages digital technology in a new and compelling way — similar to how marketers must think about using technology to let consumers experience their product."

The book-app features interviews from the marketing industry's top minds, such as Tom Bedecarre, CEO of AKQA, Jeff Hayzlett, former CMO of Kodak and Rishad Tobaccowala, Chief Innovation Office at VivaKi. It also includes case studies detailing the thinking behind innovative work from Virgin America, Nike, Volkswagen, MillerCoors and others.

Clark sums up his career and the theme of *Do or Die* in one succinct statement: "I used to be in advertising. Now I do things." He means he makes things happen for brands rather than just talk about brand attributes in ads. Or, according to Clark, our job used to be to change perceptions, now it is to change reality.



SWEDEN'S RONNIE EIDE MOVES TO CAMBODIA AND SHAKES UP INTERNATIONAL ADVERTISING

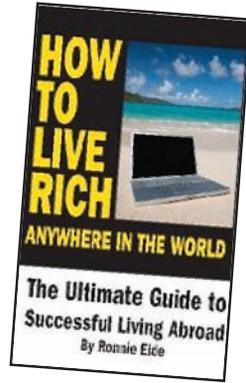
Ronnie Eide wears many hats. He is the Founder of both The 7th Screen, A branded content company that produces content for on air, online and mobile platforms, and Re:media, an

international representation firm that started by representing top-tier publishers and TV networks in the Scandinavia market. Ronnie has also stated that his goal is to change the lives of millions of people through media.

Now he can also add author to his list of accomplishments, as he has also written a book entitled, *How to Live Rich Anywhere in the World; The Ultimate Guide to Successful Living Abroad*. The

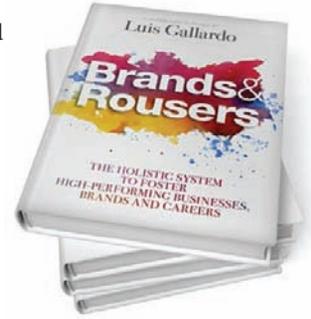
book helps you find tools to create the life of your dreams anywhere in the world. So, if you've wondered how you could go offshore as an entrepreneur or thought about setting up a business that you could run from anywhere in the world, *How To Live Rich Anywhere In The World* was written for you.

Ronnie, of course, is proof positive that such dreams can happen. He's now living in Cambodia, running his companies, while also serving as government liaison and business where necessary."



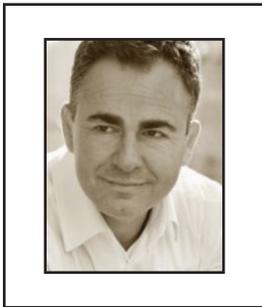
services industry.

Luis has long been interested in what he calls "Marketing Darwinism" or Survival of the Fittest, by suggesting that "Think Global, Act Local" is no longer enough when describing the cross-border pollination of ideas and products in today's global economy. Instead, he advocates a 360-degree view of how we can best prepare businesses for sustained, long-term profitable growth. Luis believes need "THAP" or "Think Holistic, Act Personal."



LUIS GALLARDO & THAP

Many know **Luis Gallardo** for his marketing accomplishments at Deloitte where he served as Managing Director of Global Brand & Marketing. Luis was also named one of The Internationalist 100 in 2011 for helping to make Deloitte brand is one of the most admired brands within the professional



He presented this business philosophy at an Internationalist 100 Summit in 2011, and has now created the THAP beta lab, as a gateway to learning, collaborating, and assessing how marketing leaders around the world can shape a desirable and sustainable future for their organization.

Luis has also published a book called *Brands & Rousers* which includes examples and commentary from today's global business leaders. He shares how many of the world's best organizations are bringing the 6Rs (Rouser, Relationships, Reputation, Revenue, Reason and Resilience) of Think Holistic Act Personal to life every day.

WOMAN OF IAA NY BUILD SOLIDARITY WITH INDIAN BUSINESS WOMEN



The "Friends of India" Missions, chaired by Daryl Rand, now in its 4th year has been designed to build linkages between the women entrepreneurs of the US and India.

At the core of the Mission concept is a focus on Children's Hope India, a non-profit organization founded to support scores of projects for the children of India. Professional women who emigrated from India in the 1970's built an impressive team of volunteers to foster the education and welfare for thousands of children throughout India. The alignment and orientation of the American women with these outreach programs has been fundamental and a driving force of each of the four Missions to India.

Pictured are the 4 IAA-NY women who were part of a delegation of 17 women business executives and entrepreneurs that comprised the 4th Delegation of the "Friends of India" Mission. Left to right: Aleksandra Lacka, now Optimedia (formerly Unilever at the time of the Mission); Poonam Khubani, Telebrands; Rand Daryl, HarrisonRand Advertising and Gail Day, Harvard Business Publishing.

100

internationalist

THE

100 LEADERS | 100 IDEAS | 100 POWER BRANDS

THE 100 are today's marketing leaders who are shaping our industry for tomorrow. They are devoted internationalists who understand the value and complexity of building brands across borders. Some may be inspiring people in their home market or around the world. Others are simply risk-takers who demonstrate why status-quo just won't work anymore.

TODAY'S MARKETING LEADERS

I

Each year, **The Internationalist** names *100 Marketing Leaders* 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.

These individuals represent a vast array of job titles, companies, product categories, and organizations of all sizes. Regardless of such differences, they share a devotion to excellence and a belief in furthering marketing standards as part of worldwide best business practices.

You'll recognize many names, as **THE 100** have been profiled on 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 are driven in their roles as 21st century marketers in a more accountable, fast-changing, real-time world.

This is the second annual list of **THE INTERNATIONALIST 100**. Many have stayed on from the first list or are in new roles. And we welcome many newcomers. We hope that all will remain a vibrant part of this community for years to come.

Jon Achenbaum, Senior Vice President- Global Strategic Marketing & Business Development/ Diabetes Care — BAYER HEALTHCARE Division

Nick Adams, Director — CRM, Digital and Social Media Marketing — TELSTRA

Morten Albaek, Group Senior Vice President/ Group Marketing & Customer Insight—VESTAS WIND SYSTEMS

Janice Alfini, Senior Vice President — DINERS CLUB INTERNATIONAL and Global Brand and Marketing — DISCOVER FINANCIAL SERVICES

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

Barbara Basney, Vice President Global Advertising — XEROX CORPORATION

Alicia Bateman, Vice President, China Strategic Development— RALPH LAUREN COPORATION

Scott Berg, Senior Director, Transactions & e-Commerce— IHS

Stefan Betz, Head of Sales & Distribution — GERMANWINGS

Nancy Bhagat, VP, Sales and Marketing Group — Marketing Strategy & Campaigns — INTEL

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

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

Len Blaifeder, VP, Director of Advertising and Direct Marketing — BNY MELLON

Kevin Brown, VP Global Brand Managment — DIGI-KEY

Thomas Boyd, Director, Corporate Communications at APM TERMINALS

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

Dwight Caines, President Worldwide Digital Marketing — SONY PICTURES WORLDWIDE

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

Chad Carlson, Senior Director of Global Online Advertising, Operations & Agency Management — ORACLE CORPORATION

Marcus Casey, Head of E-Commerce & Mobile, Director — LUFTHANSA

Costanza Castelnovo-Tedesco, VP Global Branding, Advertising & Integrated Media — SAP

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

Kim Chrystie, Senior Manager, Advertising and Media Strategy— EMC

Helen Clark, Manager — Corporate Brand & Reputation — CHEVRON

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

Eduardo Conrado, Senior Vice President — Chief Marketing Officer — MOTOROLA Solutions

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

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

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

Mark Davies, Director of Loyalty and Marketing — STAR ALLIANCE

Celine Del Genes, Head of Global Head of Marketing & Go-To-Market/ Women's SBU — REEBOK International

Luis Di Como, Senior Vice President Global Media — UNILEVER

Trevor Edwards, Vice President Global Brand & Category Management — NIKE, Inc.

Joel Ewanick, Vice President & Global Chief Marketing Officer — GENERAL MOTORS

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

A-F

100 POWER BRANDS

LIGHTS, CAME



During 2012, the BBC turns the spotlight on London in a landmark season across TV, radio and mobile. From Shakespeare to science, documentaries and news stories inspired by the Olympics, to a look at London culture and the celebrations of the Queen's Diamond Jubilee.

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Kieran Foley, Group Marketing Director — DIGICEL

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

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

Cheryl Guerin, Senior Vice President Group Head US Marketing and Global Digital Marketing — MASTERCARD

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

Anna Griffin, Vice President, Global Brands & Campaign — JUNIPER NETWORKS

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

Ric Hendee, Senior Vice President, Consumer Marketing — Cotton Inc.

Judy Hu, Global Executive Director, Advertising and Brand — GE

Mark P. Ingall, Managing Director, Global Strategic Media — CITI

Brendan Inns, Vice President Brand Communications — SHANGRI-LA International Hotel Management Ltd.

Ben Jankowski, Group Head of Global Media — MASTERCARD INTERNATIONAL

Fritz Johnston, Vice President Global Brand Management & Advertising — THE BOEING COMPANY

Susan Jurevics, Senior Vice President, Global Retail, CRM and Brand Marketing— SONY CORPORATION

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

Adina Kagan, Worldwide Marketing Director — TIFFANY & COMPANY

Laurie Kasper, Global Media Manager — INTEL CORPORATION

John Kennedy, Vice President, Corporate Marketing— IBM

Sanjay Khosla, President Developing Markets — KRAFT FOODS, Inc.

Michelle Klein, Vice President,
Smirnoff Global Marketing — DIAGEO

Mike Kolleth, Director Corporate
Advertising & Branding — DOW
CHEMICAL

Gyehyun Kwon, Vice President
and Head of WW Sports Marketing —
SAMSUNG ELECTRICS

Silvia Lagnado, Global Chief
Marketing Officer — BACARDI

Claudia Lagunas, Digital and New
Media Director — PEPSICO
INTERNATIONAL

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

Anthony Lau, Head of Marketing,
Pacific Credit Card Center— BANK OF
COMMUNICATIONS CHINA

Ann Lewnes, Senior Vice President,
Global Marketing — ADOBE SYSTEMS,
Inc.

Ted Linehan, Chief Marketing &
Innovation Officer, EMEA— KELLOGG
COMPANY

Anita Liskey, Managing Director-
Corporate Marketing and
Communications — CME Group/Chicago
Mercantile Exchange

Amy Lou, Director of Global Brand
Marketing — HUAWEI

Tim Mapes, Chief Marketing
Officer— DELTA AIRLINES

Marc Mathieu, Senior Vice
President of Global Brand Marketing—
UNILEVER

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

Bill Ogle, CMO — Chief Marketing
Officer — MOTOROLA Mobile Devices
Business

Stefan Olander, Vice President
Digital Sport — NIKE, Inc.

Steve Pacheco, Managing Director
of Advertising — FedEx

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

F-P

100 POWER BRANDS

Erich Parker, Director of Corporate Strategic Communications — DUPONT

Michelle Peluso, Global Consumer Chief Marketing & Internet Officer — CITI

Teresa Poggenpohl, Managing Director-Global Image — ACCENTURE

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

Marc Pritchard, Global Chief Marketing Officer — THE PROCTER & GAMBLE COMPANY

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

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

Babs Rangaiah, Vice President of Global Media Innovation — UNILEVER

Marisa Ricciardi, SVP, Global Head of Marketing and Branding — NYSE EURONEXT

Roberto Ricossa, Vice President, Marketing- Americas — AVAYA

Ralph Santana, Senior Vice President and Chief Marketing Officer — SAMSUNG North America

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

Sue Shim, Executive Vice President and Chief Marketing Officer of Global Marketing Operations— SAMSUNG ELECTRONICS

Roshene Singh, Chief Marketing Officer — SOUTH AFRICA TOURISM

Clive Sirkin, Senior Marketing Officer — KIMBERLY-CLARK CORPORATION

Jan Soderstrom Vice President and Chief Marketing Officer — SUNPOWER

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

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

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

100 LEADERS | 100 IDEAS |

Regina Szeto, Senior Vice President Global Advertising — CALVIN KLEIN

Joseph Tripodi, Executive Vice President and Chief Marketing & Commercial Officer — THE COCA-COLA COMPANY

Eelco van der Noll, Global Director Sports & Entertainment — AB InBev

Peter Vaughn, Senior Vice President, Global Brand Management and Marketing— AMERICAN EXPRESS

Peter Vittori, Managing Director Sales and Marketing — AMERICAN AIRLINES

John Wallis, Chief Marketing Officer — HYATT CORPORATION

Shawn Warren, President— KRAFT FOODS China

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

Colin Westcott-Pitt, Vice President of Marketing — Dos Equis, Amstel Light, Newcastle Brown Ale at HEINEKEN

Betsy Wilson, Director, Global Advertising & Relationship Marketing — UPS

P-W

“All recognize that the business of marketing is being rewritten every day. And **THE 100** are the authors—whether out front or behind the scenes.”

100 POWER BRANDS

Reinventing Marketing Leadership amid Global Complexity

On May 10 in New York, The Internationalist presented another in its "100" series of summits to correspond with its annual list of 100 Marketing Leaders. Entitled "Brand Growth in a Socially Transparent World," and supported by BBC World News, The Financial Times, The Yomiuri Shimbun, EffectiveBrands and CoreBrand, the event sparked more than discussion. It closed with a rallying cry for new marketing action.

THE SIGNIFICANCE OF "TRANSPARENCY" TODAY:

As the impact of business on the environment, on society, and on individuals has become too substantial to ignore, and as easier ways to measure these effects have emerged, the rules of doing good business have dramatically shifted. It now requires substantial knowledge and experience to evolve today's global marketing organization to optimally address the new opportunities and challenges that our new social marketing world brings. Considerations that hadn't previously complicated the plans of corporate leaders are now significant.

"Despite these often overwhelming issues, there may never have been a more exciting time to be a marketing leader, and today's social programs are paving the road for future generations of brand advocates throughout the globe"

It is no longer possible to ignore any of the externalities that can factor into either perceptions or actions of business responsibility. Assumption of accountability and the adoption of greater transparency are critical to how any brand or business plays its proper role in society. Yet is a mix of charitable giving, CSR programs, and "green" initiatives enough for the demands of today's consumers in an Age of Transparency?

Despite these often overwhelming issues, there may never have been a more exciting time to be a marketing leader, and today's social programs are paving the road for future generations of brand advocates throughout the globe, every day in our "always-on" world.

A series of experts and marketing leaders shared their views of achieving "Brand Growth in a Socially Transparent World." Here are some of their thoughts:

BRAND GROWTH IN A SOCIALLY TRANSPARENT WORLD

Marketing 3.0: Changes You Need to Make Now and in the Future

Paul Price, CEO—Creative Realities

Paul Price introduced new thinking for marketing strategy based on the sweeping changes occurring in today's marketplaces. He explored new ways of defining consumers, brands and gathering insights about them that are more meaningful and actionable. He showed examples of important new digital behaviors that disruptive new enablers are driving, as well as the new and near-new tools to leverage them. His message was clearly that survivors are simply those ready to change existing models. Among his key strategies are:

- > Think in terms of a “Fluid World” that merges both the virtual and physical worlds.
- > Stop thinking of “consumers” and consider your customers “producers” who can help your efforts.
- > Forget the concept of “purchase” and think instead of “exchange.”
- > Rather than “persuade” people, consider how you can “recommend” your brands to them.
- > Retail 3.0 means a multi-channel strategy where digital efforts enhance brick & mortar ones.



Building Effective Global Brands in a Socially Transparent World

Kimberly Orton, Partner/Managing Director EffectiveBrands New York

In a world in which almost all global brands are “socially active,” the question is no longer *whether* Social Marketing is important. The more pressing question is: How can you structure and evolve the global marketing organization so that it becomes Social Marketing Ready. Kimberly looked at what excites business leaders about social media programs and what keeps them awake at night. Her focus was on the “how” of social marketing organization and she shared examples of brands and companies that achieved basic, competitive and world class levels of accomplishment in a 5 core areas: “connect,” “inspire,” “focus,” “organize,” and “build.”



All photo identifications from left:

- 1 Paul Price, CEO—Creative Realities
- 2 Kimberly Orton, Partner/Managing Director EffectiveBrands New York
- 3 Kersten Rivas, Managing Director—Euro RSCG Worldwide, New York
- 4 Elliot Polak, Founder & CEO- Textappeal
- 5 Allison Groom Foster, Senior Strategist of Digital & Social Media—the Knowledge Engineers
- 6 Leila Thabet, Managing Director—We Are Social
- 7 Barbara Basney, VP Global Advertising—Xerox Corporation
- 8 Len Blaifeder, Vice President/Director of Advertising—BNY Mellon and Anna Griffin, VP Global Brands & Campaigns—Juniper Networks
- 9 Claudia Lagunas, Marketing Director & Director New Media and Digital—PepsiCo International
- 10 James Gregory, CEO & Founder of CoreBrand



Embracing Transparency & Mystery: “The Most Interesting Man in the World”

Kimberly Orton, Partner/Managing Director EffectiveBrands New York

Kersten Rivas works with Colin Westcott-Pitt, VP Marketing of Heineken and one of The Internationalist 100, to champion the remarkable Dos Equis campaign that features fictional spokesperson, the “Most Interesting Man in the World.” (He doesn’t always drink beer, but when he does, he prefers Dos Equis. “Stay Thirsty, My Friends” is his best advice.) This character must remain engaging, but also mysterious. They are committed to insuring the Most Interesting Man’s authenticity, while not overexposing him in a socially transparent world. She shared how the brand engages in the digital conversation by finding a way to talk about the Most Interesting Man, rather than have him talk to an audience. She shared how the Dos Equis team has dealt with spoofs, tone of voice and staying interesting.



Global Culture Shock in Social Media

Elliot Polak, Founder & CEO—Textapeal

International brand owners now have the opportunity to communicate with their customers in a fluid and highly localized manner. But this freedom can also backfire and damage brand consistency, equity and sales. Challenged to deliver a single coherent and impactful message to their customers around the world, brand managers are learning the hard way how to deal with embarrassing and costly local mishaps due to social media.

Elliot Polak shared snapshot cases of how social media has upped the stakes of global brand guardianship, and emphasized the importance of local language brand control and monitoring. He included gaffs on the part of VW’s Polo—when German engineering meets terrorism, and Kenneth Cole’s notion of Arab Spring.

From Social Media to Social Business: Examples & Insights of What Works Today

Allison Groom Foster, Senior Strategist of Digital & Social Media—The Knowledge Engineers

Transparency drives business to fundamentally change its structure and the ways it thinks about marketing. The Knowledge Engineers, the world’s leading digital training company, shared dynamic case studies that illustrate new definitions of business success in a social world—from all corners of the globe. Allison Foster focused on how to turn social programs into driving social business by outlining:

- > How to move from social campaigns to social commitments
- > Turning social customer service into social CRM and revenue growth with a look at India’s Hippo Crisps
- > How P&G, Starbucks and Ford are using social to drive an open innovation culture
- > Giff Gaff — the world’s most social business
- > The organizational challenges social creates and how companies like BMW are solving them

The Value (and ROI) of the Social Conversation

Leila Thabet, Managing Director—We Are Social, A Global Conversation Agency (Moderator), Barbara Basney, VP Global Advertising—Xerox Corporation, Len Blaifeder, Vice President/Director of Advertising- BNY Mellon, Anna Griffin, VP Global Brands & Campaigns- Juniper Networks, Claudia Lagunas, Marketing Director & Director New Media and Digital- PepsiCo International



Marketing leaders worldwide still spend sleepless nights wondering: Is social marketing worth it? Is the internal investment in time and money too high compared to other broader initiatives? And, who should be leading or at least coordinating these efforts? Breaking news about a global brand's activities elsewhere in the world often travels faster in the external "real" consumer world than across the sluggish silos of the corporate structure. All panelists are members of **The Internationalist** roo.

Areas of discussion included:

Investment in social

Are you now investing time and resource in social media engagement, or are you still in the experimentation phase?

Measurement

Do you currently measure your company's performance within social? And if so, how?

Have you seen a return on your investment in this area? If so, how?

What value do you believe social media engagement offers (in terms of ROI)?

Social Business

What steps have you taken to integrate social media across your organization?

Are there any challenges you face in this area?

Among the answers offered were discussion of issues of authenticity, relevance, listening, passion and "a people strategy." One core item raised was the considerations of a new generation of marketers who may be more adepts at some of the technological tools, but don't get have the experience associated with solid marketing strategy.

Celebrate CSR Success Through Brand Equity
James Gregory, CEO & Founder of CoreBrand

The best way to get senior management to invest in CSR programs is to connect measurable success with your corporate brand value. An objective approach to measurement and investment in the corporate brand affects everything from recruitment to cash flow to market capitalization to executive compensation. Jim Gregory provided insights into how to speak the CFO's language to get the budgets you need for success. He shared findings from his latest white paper, **Crisis Diagnostics: Assessing Brand Damage, Restoring Brand Equity**.

According to Jim Gregory, The four leading drivers of corporate image are:

- > **Corporate Communications** — how much you communicate
- > **Sector Affiliation** — industry affiliation matters
- > **Market Cap** — size makes a difference
- > **Corporate Social Responsibility** — a growing factor

The event ended with Morton Albaek's rousing cry for Redefining Transparency. You can see his CMO Oath in the Frontlines section of this issue.





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Love's Law



Tim Love is Chief Executive Officer of Omnicom's Asia Pacific India Middle East Africa (APIMA) region. Omnicom is a leading worldwide marketing and communications services company. Tim is responsible for helping Omnicom and its clients be more collaborative and effective at global brand-building, areas in which his own background and expertise are particularly well suited. His experience is diverse and extensive, providing him with the unusual perspective of a true citizen of the world.

An active member of the advertising and international business community, Tim serves on several boards and advisory committees, including the Advertising Council, the American Advertising Federation (AAF), the Heart of America Foundation, the Organization of Women in International Trade (OWIT) and the Institute for Advertising Ethics at the University of Missouri. He also has been a member of the 4A's Government Relations Council and has served on self-regulatory panels for the National Advertising Review Council.

We live in a world of 7-billion people, with 5.6-billion connected by mobile phone. Half of these already connect into the web without a laptop, desktop or landline. (70% of US mobile phone users connect into the web daily) As proliferation of internet access via smartphone accelerates, the first media is people. Advertising exists in the idea exchange between people so this shift in media power to individuals has significant impact on our industry.

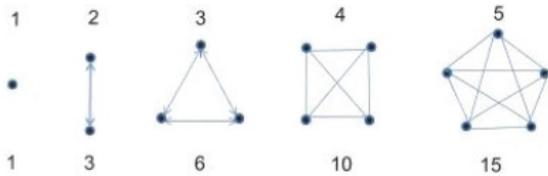
Today individuals are more in control of the information they receive. They can select it, store it, repurpose it and create content themselves. This individualized control of content alters the prevailing assumptions about scaling the network effects of people.

Sarnoff's Law of audience value was the prevailing industry theory that grew out of the radio and TV era and has been the foundation of how much broadcast media charge for advertising. The approach is that the value of a radio or TV station is proportional to the number of listeners or viewers. If another viewer is added, the value of the station/advertising time/space goes up by one.

Metcalf's Law, which has been influential in the telecommunications industry for scaling network effects, states that the value of a telecommunications network is proportional to the square of the number of connected users of the system. This law helped explain that the value of a network would increase proportionate to the square of the number of points in the network, while costs would grow linearly. It has been a key theory influencing our advertisers and their agencies as we find ourselves in a post-digital world.

To illustrate, consider pods of people starting with one individual by themselves, two people, three people, four, five as illustrated below.

NETWORK EFFECTS METCALF'S LAW

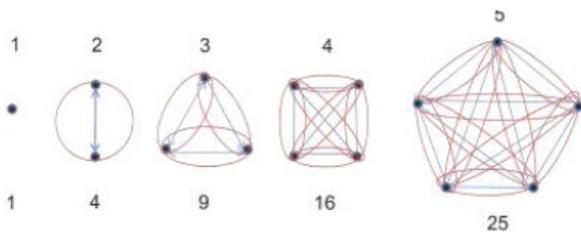


Network interconnection theory remains a somewhat controversial issue. The prevailing belief is that value is created when networks of people are connected to each other.

For example, a network of two people has a network effect value of three, because the connection itself adds value to the network. A network of three who are connected has a value of 6, and so on. Metcalf's Law suggests that the value of a network is the number of connected people, squared, eg two people connected would have a value of 4, three people would have a value of 9 and so on.

While Metcalf's Law helped change the frame of reference for audience theory, there are arguments that this rule is a significant overestimate.

NETWORK EFFECTS LOVE'S LAW



Another approach to network theory, assumes that the addition of points/people in a network multiplies, value increases until a stage where around 150 contact points are in the system. Reed's Law poses that somewhere around that stage, the connection value diminishes for each additional network contact as individuals in the network reach

a saturation point. Reed's Law also stressed how group-forming networks create a new kind of value that scales exponentially.

Along with Moore's Law that the number of transistors on a chip will double every 18-20 months, the subject of network effects has significantly influenced how marketing and business is evolving. With people becoming the first media, marketing and advertising industry has coined the phrase "Social Media" to reflect the changing context for brand messaging in networks of people and the differentiation of "Earned Media" versus the traditional audience valuation of "Paid Media."

One can see the linear influence of Metcalf's network effects being translated into a concept like Thomas Friedman's "The World is Flat." This flattening of the world is assumed from a simple assumption of value to the connections that are made electronically. I can see how one might see connections flattening the world, but this under values the connections because it assumes all connections are the same and only recognizes the connection, not the human dimensions of such connections. The world isn't flat, it is round and each human connection, is richly diverse and round with individualized perceptions and emotions.

We need a way of attributing value to the matter of idea transfer from brain to brain. One that permits a more human valuation of the network connection to reframe its effects.

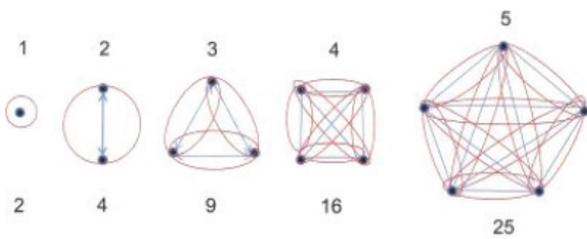
Let's take the two strongest human emotions on a spectrum. On one extreme end of the emotional spectrum is fear. Fear is an emotional state that has well known psychological and physiological ramifications in human beings.

On the other end of the human emotional spectrum is love. Love is an emotion that is equally rich in psychological and physiological characteristics.

Love's Law postulates that we all have a choice between love and fear. It is an emotional spectrum that can be controlled by choice of perception (This was a key finding by Victor Frankel in his seminal book "Man's Search for Meaning"). We know from social exchange theory that in any relationship he or she who has more choice, has more power. Net, incorporating the concept of choice between the polar emotional extremes of fear or love, makes the algorithms of network effects theory asymptotic. In other words, while our industry is running hard to understand the electronic technology of communications, we must intensify our focus on the human technology of how people think.

There is a positive effect of the emotion of love on the network effects model. We can see that each point in the system adds additional emotional value to the system beyond the connection itself. See below.

NETWORK EFFECTS LOVE'S LAW



This illustrates that a network of two would have a network effect of 4, twice the value of the connection alone. A network of 3 has a network effect of 9, where love is the prevailing positive emotion. A network of 4 has a network effect of 16, and so on.

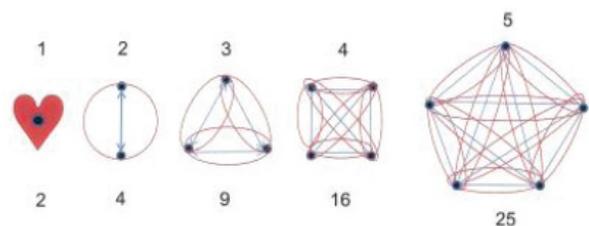
This law is based on the assumption that when two or more human's communicate with each other and there is always a degree of misunderstanding or

misinterpretation present in how people think. When faced with uncertainty physiological fear mechanisms come into play. The extent of misunderstanding can be unseen as we nod assuring when listening to each other. It signals an indication of "I'm trying to follow what you are saying" not an affirmation or agreement. For example, we are finding that the network effect of language misunderstanding is far more of a factor in human misunderstanding than we had assumed. Language is a technology, along with motions and gestures our most personal communication technology. Misunderstanding from differences in what language a person thinks in is detrimental in building relationships, be that among two people, a community of people or between corporations, brands, even a nation.

Love's Law takes an old idea and presents it in today's context of an interconnected world. It is a world where individuals and cultures can engage without losing their identity. And, the value of these relationships is increasingly perceptible and consequential.

Value in a relationship starts with one's own perception of oneself. If that emotional connection is fear-based, the network effects will be less than if the connection is more love-oriented. The good news is you have a choice.

NETWORK EFFECTS LOVE'S LAW



IAA Global Marketing Summit

BY FRED BRACKEN

The 8th Annual IAA Global Marketing Summit was held on Thursday, April 26th 2012 at the Time Warner Center in New York. **Deborah Malone**, CEO of IAA Global and Founder of Internationalist took the role of emcee and set the focus for the day.

Deborah emphasized that speakers would explore how increasingly complicated agency landscapes make it difficult for anyone to keep up. The use of social media for sales and marketing are besieged by questions of who is coordinating or responsible for the efforts. In a cost-driven environment, clients are not only concerned with the ROI of social media, but also the ROE (Return on Effort). It's a business environment that requires better coordination among specialists. The panels would focus on tools to increase that coordination.



Keynote

The keynote discussion between **John Partilla**, COO, Dentsu Network West and Reuters columnist, **Anthony de Rosa**, started with a lighthearted warning that anyone who claims to be a Social Media Expert should be held suspect.

John: Agencies and clients must refuse to languish in legacy, focusing instead on areas that are not thriving and push the company ahead there. They must evolve the client/agency relationship, avoiding the inertia of doing things the way they have always been done. Areas of focus are:

Primacy — asking "What are we good at, what business are we truly in?" and then doing that business as well as you possibly can

Advocacy — determining who their core fan base is and giving that group tools to move your message forward

Collaboration —overcoming fragmentation and championing Idea-Driven Collaboration

Anthony: Determine if current trends are myths. Is friending a company on Facebook, truly the best approach in every situation? A social media effort requires an ongoing commitment to creating content and not just trying to sell. It requires agencies and companies to always be authentic, rewarding their followers with engaging information, listening to their feedback, and facilitating an ongoing dialogue. Agencies and clients should ask if the resources and commitment are in place for this approach.



PANEL I: Who Owns Strategic Planning?

Moderator: **Diane Brady**, Editor, Bloomberg

Panelists: **Michael Ma**, Head of Retail Advertising & Prospect Marketing, Vanguard

John Kennedy, VP Corporate Marketing, IBM

Aaron Smolick, Solutions Manager, OMG Annalect, Omnicom Group

Suzanne Powers, Global Strategy Officer, Crispin Porter & Bogusky

Patty Sachs, Global Managing Director, Neo Ogilvy

Diane led the panel in rapid-fire coverage that answered:

"What's your biggest frustration?"

Patty: The ongoing need for accountability, staying nimble, and insisting on clear roles and responsibilities.



Aaron: Internal partners are not talking to each other and are often submerged in too much data.

John: The need for good strategy aimed at forward motion, internal obligations that take up bandwidth, and the need for strong facilitation that the inherent messiness of collaboration creates.

Michael expressed frustration with the number of people involved in every decision, but advocated those who have the courage to think of an idea that captures the imagination.

Everyone agreed on **Suzanne's** call for Clear Objectives, Roles, and Measures.

"What tools succeed?"

Suzanne: Find the person or people who are passionate advocates of the brand to be involved. Value what your agency provides the way architects and designers do. Find the simple answers hidden in complex data, look for a Strategic Belief.

Patty: Look at trends, not at one metric. Have the courage to use the data to make decisions.

Aaron: Ask if your data are correct — don't assume they are. Focus on flexibility.

Michael: If you think the data avalanche is bad now, it's going to get worse — analytics has not caught up with collection. Think like a parent, lead knowing that mistakes will be made.

John: Know what to ask for; do you have enough data to make a decision? Also look to push your own envelope.



PANEL 2: Overcoming Internal Challenges

Moderator: **Jason Heller**, CEO, Agiliti. Inc.

Panelists: **Lee Maicon**, Vice President, Insights & Planner, 360i

Amanda Rubin, VP Brand Marketing & Digital Strategy, Goldman Sachs

Kendra Hatcher King, EVP, Worldwide Director, Insight and Innovation, Initiative

Gary Milner, Director, Global Digital Marketing Manager, Lenovo

The panel offered advice for overcoming the challenges a changing social media marketing landscape creates.

Amanda: Be nimble. Know that your staffing and structure will always be changing, but create an infrastructure that can effectively leverage social media. Because digital media allows messaging that print cannot, a clear narrative is essential. Create a need for content generation, create content they can use, translate that content to practical channels. Your strongest tools are humility, collaboration, and work teams that involve essential partners (eg: Compliance, Legal, Branding, Marketing, etc.)

Gary: Centralized brand management is increasingly important as channels, devices and access diversifies - advocate for good education at your client's company. Know and respond to your local markets; put local people in place. Look to success stories, such as American Express and their targeting of a social media audience.

Lee: Create clarity of roles and chain of command. Identify what works and what doesn't — get rid of what doesn't. Remember that data are distillations of real actions by real people.

Kendra: Tap into the human aspects of your customers rather than thinking of them as targets. Push for greater collaboration and sharing data between departments. Realize that, in a way, we're all still finding out what works.



IAA Global Marketing Summit

Don't feel bad if you feel you are making it up as you go along.

PANEL 3: Characteristics of Client/Agency Collaboration — Case Study Showcases

SsgA/State Street

Eric van den Heuvel, The Gate Worldwide
 Gary MacDonald, SSgA
 Joe Porcellini, Seeking Alpha

Mini Cooper

Lucas Peltonen, OOH Pitch
 Jamie Considine, TouchTunes

Cotton Inc.

Ric Hendee, SVP Consumer Marketing, Cotton Inc.
 Britt Bulla, VP Director of Operations, Jack Morton
 Joe Cianciotto, Executive Creative Director, DDB

Initiative

Kendra King, Worldwide Director, Insight & Innovation, Initiative

Case studies and discussion encouraged participants to:

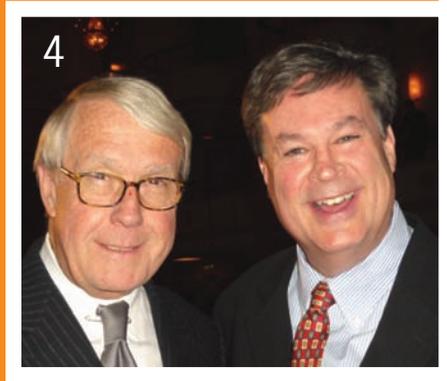
- Stop looking at each other as vendors but as possible partners instead
- Chose your partners carefully
- Focus your collaborations
- Recognize that symbiotic relationships between all media drive engagement and trust
- Give consumers immersive experiences
- Encourage passion, trust, and respect



All photo identifications from left:

- 1 Reuters columnist, Anthony de Rosa and John Partilla, COO, Dentsu Network West
- 2 Patty Sachs, Global Managing Director, Neo Ogilvy and Aaron Smolick, Solutions Manager, Annalect, Omnicom Group
- 3 Aaron Smolick, Solutions Manager, Annalect and John Kennedy, VP Corporate Marketing, IBM
- 4 John Kennedy, VP Corporate Marketing, IBM
- 5 Diane Brady, Editor, Bloomberg; Michael Ma, Head of Retail Advertising & Prospect Marketing, Vanguard; Patty Sachs, Global Managing Director, Neo Ogilvy; Aaron Smolick, Solutions Manager, OMG Annalect, Omnicom Group; John Kennedy, VP Corporate Marketing, IBM and Suzanne Powers, Global Strategy Officer, Crispin Porter & Bogusky

- 6 Jason Heller, CEO, Agiliti. Inc.; Lee Maicon, Vice President, Insights & Planner, 360i; Amanda Rubin, VP Brand Marketing & Digital Strategy, Goldman Sachs; Kendra Hatcher King, EVP, Worldwide Director, Insight and Innovation, Initiative and Gary Milner, Director, Global Digital Marketing Manager, Lenovo
- 7 Amanda Rubin, VP Brand Marketing & Digital Strategy, Goldman Sachs; Kendra Hatcher King, EVP, Worldwide Director, Insight and Innovation, Initiative
- 8 Ido Niv Ron and Joe Porcellini—both Seeking Alpha
- 9 Tony Andrade, Investors Business Daily and Cindy Pabst, Reuters
- 10 Erik Fidel and Kate McVeigh—both CNN International
- 11 John Partilla, Dentsu Network West
- 12 Carl Fischer, Bloomberg
- 13 Patric Hale, The CEO Show
- 14 Gary Milner, Lenovo
- 15 Ric Hendee, Cotton, Inc.
- 16 Gail Day, Harvard Business Publishing



63RD ANNUAL ADVERTISING HALL OF FAME

In a ceremony at New York's Waldorf Astoria, the American Advertising Federation/AAF presented its 63rd Annual Advertising Hall of Fame®, celebrating the extraordinary men and women who have made significant contributions to advertising and society. Each helped raise the standards and level of professionalism in the industry, while inspiring and mentoring future generations, laying the groundwork that encourages us all to strive for excellence. Inductees for 2012 included: **Rick Boyko**, Former Co-President, Chief Creative Officer-Ogilvy & Mather North America; **O. Burtch Drake**, Former President and CEO-American Association of Advertising Agencies; **Leo-Arthur Kelmenson**, Former Chairman-FCB and Bozell Jacobs Kenyon & Eckhardt; David Kennedy, Co-Founder-Wieden+Kennedy; **A.G. Laffley**, Former Chairman of the Board, President and CEO-P&G; **Johnathan A. Rodgers**, Former President and CEO-TV One and **Tere A. Zubizarreta**, Founder-Zubi Advertising

All photo identifications from left:

- 1 A.G. Laffley, formerly Chairman of Procter & Gamble, a Hall of Fame inductee
- 2 David Kennedy of Wieden & Kennedy, a Hall of Fame inductee, with Tim Love of Omnicom
- 3 Jim Stengel, former CMO of Procter & Gamble, now author, professor and Founder of The Jim Stengel Company
- 4 David Bell, Chairman Emeritus of Interpublic Group, and Steve Pacheco, Managing Director of Advertising at FedEx and 2011-2012 Chairman of the AAF Board of Directors



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INTERNATIONALIST AWARDS FOR INNOVATION IN MEDIA

Atop New York's Times Square, some of the world's best and brightest media thinkers from around the world gathered to celebrate outstanding case study winners in the 4th Annual Internationalist Awards for Innovation in Media. The Gala was produced in association with BBC World News, BrightRoll and The International Advertising Association. Ben Jankowski, Group Head of Global Media for MasterCard Worldwide served as Jury Chair and as one of the evening's hosts, along with BBC's John Williams.

Olay's Eyes of Arabia by Starcom MediaVest Group MENA (Regional), Paramount Pictures International- Transformers: Dark of the Moon by MEC Global Solutions London (Global); Sparkasse Giro sucht Hero by AM Communications/MPG Germany (Local) and Samsung Project Teamwork by ESPN International and Starcom MediaVest Group (Multi-local)--all achieved Grand Prix status in these awards that are judged for the best total point scores in case studies that describe strategy, insights and results.

All photo identifications from left:

- 1 Jury Chairman Ben Jankowski of MasterCard.
- 2 Filip Jabbour, CEO- Starcom MediaVest Group MENA with Deborah Malone, The Internationalist for the Olay Grand Prix.
- 3 Ben Jankowski with Scott Tegethoff, UM, accepting Gold for Coca-Cola Interactive.
- 4 Maria Louisa Francoli, Global CEO of MPG; Lothar Weissenberger, DSGVO; Ben Jankowski, Group Head of Global Media for MasterCard Worldwide and Jury Chair; Deborah Malone, The Internationalist/IAA; Jutta Herr, AM Communications; Christina Gräf-Schlepütz, MPG Germany and Birgit Ulber, MPG Germany to accept a Grand Prix for Sparkasse.
- 5 Diane Bojaj, SVP Strategy Partner, UM with Ben Jankowski for the Chrysler SuperBowl campaign's Gold win.
- 6 Lisa Anderson, MPGMC with Ben Jankowski for Evian Gold.
- 7 Brett Graham, Starcom MediaVest Group; Ben Jankowski, Katie Palmer, Starcom MediaVest Group for Crest 3D Whitestrips.
- 8 Sebastian Jespersen, Vertic with Ben Jankowski, accepting for Vestas Gold.
- 9 Ben Jankowski with Esteban Apraez, ESPN International Marketing Solutions for Samsung Project Teamwork Grand Prix.
- 10 Ben Jankowski with Kevin Howard, DMD for Intel Processors Unleashed Gold.
- 11 Eamonn Store, President- Global Solutions at MEC with Ben Jankowski for Paramount International Grand Prix for Transformers: Dark of the Moon.
- 12 Ben Jankowski with Susan Courtney, Starcom MediaVest Group accepting Gold for TD Bank.
- 13 Andrew Hoffman, MPGMC; Ben Jankowski; Linda Gangeri, Volvo—picking up Gold the Volvo Augmented Reality campaign.
- 14 Watching the Fauna SOS "Elevantor" winning video.

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BRAND GROWTH IN A SOCIALLY TRANSPARENT WORLD

On May 10 in New York, **The Internationalist** presented another in its "100" series of summits to correspond with its annual list of 100 Marketing Leaders. Thursday's event, "Brand Growth in a Socially Transparent World," was supported by BBC World News, The Financial Times, The Yomiuri Shimbun, EffectiveBrands and CoreBrand.

The Internationalist's 100 series of think tanks and summits focus on Reinventing Marketing Leadership amid Global Complexity. These thought leadership events offer ideas to meet the increased responsibilities of 21st century marketing leaders in a more accountable, real-time world. The gatherings enable marketers to connect, share challenges and listen to fresh perspectives in the right-sized setting among peers.

All photo identifications from left:

- 1 *The view north along Broadway from Three Times Square, New York*
- 2 *Matthew Don of Doremus and Internationalist Innovator (2010)*
- 3 *Chris Dean, BBC*
- 4 *William Lunderman, Colgate-Palmolive and Darren Woolley, TrinityP3*
- 5 *Eric Goldstein, Vertic*
- 6 *Deborah Malone, The Internationalist/IAA and Paul Woolmington, Naked and Internationalist Innovator (2011)*
- 7 *Carl Anderson, Doremus*
- 8 *Leila Thabet, We Are Social and Claudia Lagunas, PepsiCo International*
- 10 *Andrew Essex and Maura McGreevey—both Droga5*
- 11 *Len Blaufelder, BNY Mellon*
- 12 *Rebeca Vargas, JP Morgan and Daniel Rothman, Financial Times*
- 13 *Paul Greenberg, NYC & Co.*
- 14 *Tim Mickelborough, Thomson Reuters*
- 15 *Ray Moorhead, Mindshare*
- 16 *James Storie-Pugh and Patricia Toledo—both The Knowledge Engineers*

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

The Hub Culture Perfect Summer

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 — the 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 pleasure! The rest of us shall arrive by dinghy.

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 Byzantine 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 a couple of hours 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. Club55, 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 Cimineto 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. And of course... the Hotel du Cap - the spiritual home of the perfect lunchtime afternoon."

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 Esmeralda Discepolo for a table and tell them Hub Culture sent you."

Island Europe has much else to offer — these other popular or obscure locations remain on our must-do radar:

11. Ibiza, Spain (always)
12. Paros & Mykonos, Greece (always)
13. Ramla-l-Hamra, Gozo, Malta
14. Rushy Bay, Bryher, England
15. Kampen, Sylt, Germany
16. Chia Bay, Italy
17. Sagar, Portugal
18. Sandbanks, England
19. De Haan, Belgium
20. Cabo de gata-Nijar, Spain

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

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