

Contents

Welcome from the IAA President	2
Our sponsors	3
Our event partners	5
Attendees	7
General information	10
24th June agenda	12
25th June agenda	14
Speaker biographies - A-Z	18



Welcome from the IAA President UK

On behalf of the International Advertising Association UK Chapter, I would like to welcome you to the **Global Brand Think Tank** - a unique forum for international clients, networked agencies and global media owners. The remit of brand marketers operating on a global scale is quite unlike that of their counterparts responsible for country or regional strategies, and managing a brand's reputation and growth across cultures, markets and economies is, to say the least, highly demanding. The real need to share best practice, experience and knowledge in these still pioneering times is obvious to all.

A great deal of thought and research has gone into the format and speakers for our invitation-only think tank initiative on the first day, as well as the dinner and conference that follow. As follow-up to the **Global Brand Think Tank**, white-papers from the content will be created and circulated to think tank and IAA members and posted on our website. Having established this prestigious group, our intention is to provide regular opportunities for you to share thought-leadership and best practices throughout the year.

The **Global Brand Think Tank** has been made possible through the sponsorship and support of BusinessWeek, CNN International, The Economist, Financial Times and Thomson Reuters. We also extend thanks for the support of leading industry associations and publications, including the Advertising Association, CMO Council, European Association of Communications Agencies, Interactive Advertising Bureau Europe, Luxury Marketing Council, M&M Europe, OPMA, OPA and WARC. In addition, special thanks are extended to the Institute of Practitioners in Advertising (IPA) for their invaluable contribution to the content of the think tank initiative on the 24th June.

I look forward to a valuable opportunity to learn and network, and appreciate your active participation in this unique event.

Sincerely
Michael Toedman
President, IAA UK Chapter
VP International Managing Director, BusinessWeek

Our sponsors

The IAA is extremely grateful to the sponsors of the **Global Brand Think Tank**, without whom this gathering would not have been possible. We hope that as attendees, you will get to meet representatives from some of the sponsor companies during your time with us.

BusinessWeek

BusinessWeek

BusinessWeek is a global source of trusted content that informs and inspires business leaders to make smarter decisions in their professional and personal lives. Founded in 1929 and published by the McGraw-Hill Companies, BusinessWeek magazine is the market leader, with more than 4.9 million readers each week in 140 countries. Local language editions include Chinese, Israeli and Bahasa Indonesian. Launched in 1994, BusinessWeek.com is the pre-eminent provider of daily, essential business news, information, and services to business decision-makers. Reaching 85% of U.S. households, BusinessWeek TV delivers important business, consumer and financial news to television viewers every week.



CNN

CNN, the world's leading international news provider, has become synonymous with fast, accurate and impartial coverage since it went on air as the world's first 24 hour news channel in 1980. CNN's branded networks and services are available to more than one billion people in more than 220 countries and territories, and has global and local reach through almost 40 bureaux worldwide.

CNN International's commitment to breaking news remains its trademark, but it also broadcasts a range of feature and documentary programming tailored to the business and lifestyle needs of its audience, including business, sport, travel, and the environment.

In addition to its flagship television services and international website, CNN.com/international, CNN is also distributed across a range of IPTV and VOD services including Joost, YouTube, Dailymotion, Jalipo and Vingo TV and accessible on mobile devices through CNN Mobile.

The Economist

The Economist

The Economist is a weekly magazine offering timely reporting, concise commentary and comprehensive analysis of global news. With objective authority, clarity and wit, The Economist presents the world's political, business, scientific, technological and cultural affairs and the connections between them. After 26 years of continuous global growth, The Economist has a worldwide print circulation of more than 1.3 million and more than 3 million monthly unique users at economist.com. To find out more about our readers go to: <http://theideaspeople.economist.com>

Our sponsors



Financial Times

The Financial Times is firmly established as one of the world's leading business information brands, internationally recognised for its accurate, incisive and authoritative news, comment and analysis.

Printed at 24 print sites worldwide, the Financial Times newspaper has a daily circulation of over 450,000 and a global readership of more than 1.3million. Online, FT.com is the definitive source of business intelligence, data and tools, attracting over 7 million unique users and generating 72 million monthly page views. In print and online, the FT is a vital resource for the global business community.



THOMSON REUTERS

Thomson Reuters

Thomson Reuters is the world's leading source of intelligent information for businesses and professionals. We combine industry expertise with innovative technology to deliver critical information to leading decision makers in the financial, legal, tax and accounting, scientific, healthcare and media markets, powered by the world's most trusted news organization. With headquarters in New York and major operations in London and Eagan, Minnesota, Thomson Reuters employs more than 50,000 people in 93 countries. Thomson Reuters shares are listed on the New York Stock Exchange (NYSE: TRD); Toronto Stock Exchange (TSX: TRD); London Stock Exchange (LSE: TRIL); and Nasdaq (NASDAQ: TRIN). For more information, go to www.thomsonreuters.com



Our event partners

We would also like to thank the Associations and media owners that have helped us to promote this event to their membership or readership. Special thanks goes to the IPA and member companies, with whom we have developed the content for the 24th June focus groups.



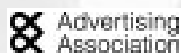
IPA

The Institute of Practitioners in Advertising is one of the World's leading trade bodies for advertising, media and marketing communications agencies. Since 1917 the IPA has represented only agencies, not clients, nor advertisers or media owners. So its focus is single-minded when it comes to promoting their best interests. Currently, the IPA has over 270 of the UK's brightest and best agencies in membership, drawn from a broad range of disciplines, who between them handle an estimated 85 per cent of all UK advertising spend for clients, and employ over 19,000 people. The IPA's mission is straightforward: to promote the value of the agencies in its membership. It does this in two main ways: firstly, by acting as a spokesman and representing members on issues of common concern; and secondly, by contributing to their professional operation via a range of advisory, information and training services. On a day-to-day basis the IPA operates in a similar way to its agency members. Each of its departments manages a key aspect of the business, from Research to Creative, Production to Media, and, through dedicated groups of agency people is able to develop thinking and appropriate policy, publications, events and a range of support services for all aspects of the business. These different groups report into the IPA Council, which, through its elected President, is responsible for overall strategy and direction. One of the most important areas of activity is the development, organisation, and promotion of the IPA Effectiveness Awards. Established in 1980, this competition is now open to all comers and generates the outstanding case histories which form the IPA dataBANK, and which are the basis for the analyses in publications such as 'Marketing in the Era of Accountability'. www.ipa.co.uk



CMO Council

The Chief Marketing Officer (CMO) Council is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior marketing and brand decision-makers across a wide-range of global industries. The CMO Council's 3,000 members control more than \$70 billion in aggregated annual marketing expenditures. Companies represented on the CMO Council have combined annual revenue of over \$600 billion. Visit the CMO Council web site to find out about the initiatives geared to address executive marketers' challenges at www.cmocouncil.org



The Advertising Association

The Advertising Association is a federation of 30 trade bodies and organisations representing the advertising and promotional marketing industries including advertisers, agencies, media and support services. It is the only body that speaks for all sides of an industry worth over £19 billion in 2006. www.adassoc.org.uk

Our event partners



EACA

EACA, the European Association of Communications Agencies brings together the advertising, media and sales promotions agencies across Europe, enabling international experience and issues to be shared and dealt with on a pan-European basis. It provides an important link between agencies, advertisers and the advertising media in Europe and around the world and participates closely in the setting of standards in many aspects of the business across Europe.

EACA's main tasks are to promote honest, effective advertising, high professional standards, better awareness of the contribution of advertising in a free market economy and an optimal external operating environment for advertising agencies.

EACA prioritises academic education and training, the social acceptance and political understanding of advertising's role in society, recruitment issues and advertising agency industry developments in 'new Europe'. www.eaca.be

IAB Europe

IAB Europe is a federation of 15 national IAB associations and think-tanks set up from 1997 onwards to help marketers get the most from the new digital channels. IAB Europe develops the industry's standards as part of our worldwide programme to give online media strong foundations. IAB Europe coordinate research with some of the world's leading analysts and support IABs with marketing and educational materials. It is the main European political lobby to defend the interests of interactive marketers, and its network of task forces and think-tanks tackle the critical, shaping policy and best-practice across the continent. For more just log on to www.iabeurope.ws



M&M

M&M is the ultimate destination for international news, views and analysis on the latest events, issues and trends in the media industry.

For the last 18 years, M&M has provided valuable commentary on the changes occurring to the media landscape, helping advertisers and their agency and media owner partners decipher what's happening and what they should do next.

In partnership with mandmglobal.com, the monthly magazine and its popular reference maps and guides offer a complete package to help them stay informed and stay ahead. www.mandmglobal.com



WARC Online

WARC Online (www.warc.com) provides the largest single source of intelligence for the marketing, advertising, media and research communities worldwide, drawn from more than 40 international sources. These include WARC's own publications and those of its many partners, which together represent an unparalleled body of knowledge on all areas of marketing communications. This spans over 45,000 papers, case studies, research reports, news items and summaries, augmented with best practice guides, daily news, email bulletins, statistical data and more. www.warc.com

Attendees

We are truly delighted to know that for the inaugural **Global Brand Think Tank**, we have been able to attract such a senior group of marketers responsible for some of the World's greatest brands. The list of attendees below outlines everyone involved in the initiative.

Mats Rönne, *European Media Director*, **AB Electrolux**
Neil Holland, *Senior European Marketing Manager*, **Accenture**
Jonathan Collett, *Head of Communications*, **Advertising Association**
Malcolm Hunter, *Chief Strategy Officer*, **Aegis Media**
Baner Asiri, *Managing Director*, **Al-Khaleejiah Advertising and PR Company**
Maria Sebastian, *VP Sales & Marketing EMEA*, **American Airlines**
Dr Les Buckley, *Regional Director SE Asia/Oceania*, **Asia Pacific Breweries**
Kasper Eis, *Global Head of Marketing*, **Bang & Olufsen**
Marijke Timmers, *(Acting Head) Corp. Comms & Global Marketing*, **Barclays Capital**
Jane Powell, *Head of Marketing Solutions*, **Barclays Wealth**
William Eccleshare, *Chairman & CEO*, **BBDO EMEA**
Nick Kendall, *Group Strategy Director*, **BBH**
John Ferguson, *Head of International*, **billetts**
Richard Hudson, *General Manager Marketing Communications*, **BMW**
Luc Bardin, *Chief Sales & Marketing Officer*, **BP Plc**
Duncan Blake, *Director of Brand*, **BP Plc**
David Haigh, *CEO*, **Brand Finance**
Maeve Hosea, *Features Editor*, **Brand Strategy Magazine**
Sue Coughlan, *Media Strategy and Partnership Program Manager*, **British Telecom**
Jon Fine, *Media Columnist*, **BusinessWeek**
Jonathan Foster-Kenny, *VP, International Sales Director*, **BusinessWeek**
Michael Toedman, *VP, International Managing Director*, **BusinessWeek**
Des Johnson, *Insights & Offer Strategy Manager*, **Castrol Lubricants**
Two Senior Representatives, **CMO Council**
Todd Benjamin, *Correspondent & Financial Editor*, **CNN**
Jonathan Davies, *Executive Vice President*, **CNN International**
Max Raven, *Senior Vice President*, **CNN International**
Andrew Crosthwaite, *Founding Partner*, **Core Values**
Luis Gallardo, *Global Director Brand & Marketing*, **Deloitte**
Shweta Gupta, *Senior Expert Sustainability*, **DHL Express**
Christina Koh, *Global SVP Corporate Communications & Sustainability*, **DHL Express**
Alan Rutherford, *CEO Global*, **Digitas**
David Weeks, **Economist**
Alexandra Delamain, **Economist**
Steve Wheeler, *Senior Vice President Advertising*, **Emirates Group**
Urban Fjellestad, *Director Marketing Communications*, **Ericsson**
Kate Robertson, *UK Group Chairman*, **EURO RSCG London**
Frances Brindle, *Global Marketing Director*, **Financial Times**
Dominic Good, *Advertising Sales Director*, **EMEA, Financial Times**
Rob Jolliffe, *Head of Display Advertising*, **Financial Times**
Kevin Freedman, *Managing Director*, **Freedman International**
Jean-Michel Cosséry, *EVP Chief Marketing Officer*, **GE Healthcare**
Inge Declercq, *Advertising Leader - EMEA, Latin America & Canada*, **General Electric**
Dominic Allon, *Industry Leader UK*, **Google**
Nikesh Arora, *President of EMEA Operations*, **Google**
Carolyn Carter, *EMEA President*, **Grey**
Sibel Üner, *Managing Director*, **Gruner + Jahr Ltd**

Attendees

Oceana Ou, *International Account Manager*, **Haymarket Brand Media**
Philip Smith, *Head of Digital Content*, **Haymarket Brand Media**
David Oliver, *Head of Marketing Programmes Europe*, **Hertz**
Chris Clark, *Head of Marketing Planning & Brand Strategy*, **HSBC Group**
Tony Joyce, *Global Head of Marketing and Communications*, **HSBC Private Bank**
Neil Dawson, *Founder*, **Hurrell Mosley Dawson Grimmer**
Michael Lee, *Executive Director*, **IAA Global**
Angus Grieve, *Executive Director*, **IAA, UK**
Alain Heures, *President*, **IAB Europe and IAB Belgium**
Kevin Bishop, *Vice President Marketing, Northeast Europe*, **IBM United Kingdom Ltd**
Andrew Walmsley, *Founder*, **i-level**
Jerry Hill, *Co-Chief Operating Officer*, **Initiative EMEA**
Jean-Claude Larreché, *Professor of Marketing*, **INSEAD**
Mike Bambrick, *Executive Director Client Services*, **Integration**
Iain Ellwood, *Head of Consulting*, **Interbrand**
Nina Bibby, *Senior Vice President Global Brand Management*, **InterContinental Hotels Group**
Martin Deboo, *Consumer Goods Analyst*, **Investec**
Janet Hull, *Consultant Head of Marketing & Reputation Management*, **IPA**
Hamish Pringle, *Director General*, **IPA**
Kate Keane, *Connections Director, EMEA*, **Johnson & Johnson**
Clare MacKinnery, *VP Investment Bank Marketing & Communications*, **JP Morgan**
Toby Hoare, *European CEO*, **JWT**
Guy Murphy, *Worldwide Planning Director*, **JWT**
Dianne Skurray, *Global Head of Brand*, **Linklaters**
Rebecca Morgan, *Chief Strategy Officer*, **Lowe**
Pip Brooking, *Editor*, **M&M Europe**
Jeremy Lee, *Associate Editor*, **Marketing Magazine**
Mark Palmer, *Founder*, **Maverick Planet**
Charles Faircloth, *Joint Head of Account Management*, **McCann Erickson**
Rachelle Corbett, *Account Director, Global Solutions*, **Mediaedge:cia**
Frances O'Neil, *Managing Director*, **Mediaedge:cia**
Jeannette Liendo, *Integrated Marketing Communications Lead*, **Microsoft EMEA**
Nigel Hollis, *Chief Global Analyst*, **Millward Brown**
Victoria Pell, *Central Europe, Middle East, North Africa Business Dev. Director*, **Millward Brown**
Simeon Duckworth, *Futures Director*, **MindShare**
Victoria McManus, *Regional Media Manager, EMEA*, **Motorola Inc**
Thierry Macquet, *Marketing Communication Director, Europe*, **Naiade Resorts (UK) Ltd**
Will Collin, *Founding Partner*, **Naked Communications**
Steve Middleton, *Sales Director - International Advertising*, **National Geographic Magazine**
Matt Findel-Hawkins, *Sales Director*, **Nikkei Business Publ. Europe Ltd**
Stacey Brierley, *Head of Corporate Identity & Operations*, **Nokia Siemens Networks**
Louise Proddow, *Head of Branding and Marcomms*, **Nokia Siemens Networks**
Nick Eades, *CMO EMEA*, **Nortel**
Don Edward Schultz, *Professor Emeritus of Service, Medill School*, **Northwestern University**
Clare Rossi, *Global Planner - unilever Brands*, **Ogilvy**
Ian Rotherham, *Global Account Director on Vodafone*, **OMD International**
Richard Pinder, *COO Worldwide*, **Publicis**
Bob Greenberg, *Chairman*, **R/GA**
Sarah Alspach, *Global Retail Brand & Marketing Communications Manager*, **Shell International Petroleum Co Ltd**
Maarten Steinkamp, *CEO Continental Europe*, **Sony BMG**
Mark Davies, *Director Marketing Communications*, **Star Alliance**

Attendees

Steve Traveller, *International Media Group Head, Starcom*
Avril Gallagher, *MD P&G, Starcom Mediavest*
Lior Arussy, *President, Strativity Group*
Perry Valkenburg, *COO TBWA\International, President TBWA\Europe, TBWA Europe*
Jina Kim, *Client Services Director, Text Appeal*
Elliot Polak, *CEO, Text Appeal*
Bev Scott, *Business Development Director, Text Appeal*
Gustav Carlson, *EVP & CMO, Thomson Reuters*
Tim Mickleborough, *Global Head of Brand Management, Thomson Reuters*
Marcus Erlandsson, *TIME Magazine*
Tim Howat, *Advertising Sales Director, TIME Magazine*
Steven Sturm, *Group VP Americas, Strategic Research, Planning & Corp. Comm., Toyota Motor North America Inc*
Thomas Tanner, *Global Head Marketing Innovation & Best Practices, UBS AG*
Rachel Bristow, *Marketing Communications and Buying Director, Unilever*
Steve Arenburg, *Executive Director, Advancement Strategy - Rotman School of Management, University of Toronto*
Paul Dickinson, *Director of Global Sales & Marketing, Virgin Atlantic Airways Ltd*
Alan Lias, *Head of Loyalty, Virgin Atlantic Airways Ltd*
David Wheldon, *Global Director of Brand, Vodafone*
Lukas Dohle, *Global Interactive Campaign Manager, Volvo Car Corporation*
James Aitchison, *Managing Editor, WARC Online*
Carlos Grande, *Editor, WARC Online*
David Mitchell, *Head of Brand and Marketing Communications, Europe, Xerox*
Kristof Fahy, *VP Marketing, Yahoo! Europe*
James Tipple, *Consumer Marketing Director, Yahoo! Europe*
Peter Field, *Marketing Consultant*

General information

Who is the IAA?

The IAA is a one-of-a-kind global network with 4,000 members, 56 chapters located in 76 countries. Since its origins in 1938, the IAA has been a recognised force in the marketing communications industry. Its focus is to:

- Use their global network as a leading platform for sharing knowledge on industry issues, best practices and insights in a rapidly changing business environment.
- Provide and develop education and professional initiatives that serve the industry, and contribute to bringing in and training talent.
- Advocate freedom of commercial speech and defend a responsible communications industry against unwarranted advertising bans and restrictions.

For further information on the IAA UK Chapter's activities, please visit www.iaauk.com

Four Seasons Hampshire - conference hotel

Dogmersfield Park, Chalky Lane, Dogmersfield, Hook, Hampshire RG27 8TD, England

Tel: 44 (1252) 853000

Fax: 44 (1252) 853010

www.fourseasons.com

The Four Seasons is the venue for the **Global Brand Think Tank**. Located just one hour from Central London, and in close proximity to the City's major airports, the Hotel is situated within the historical and picturesque grounds of Dogmersfield Park.

Positioned in 500 acres and with extensive meeting and private dining facilities, the property is ideal with private dining and conference space combining the elegance of an English manor with the most up-to-date technology.

The IAA has agreed a special conference rate for the 24th June. Hopefully you have already had your reservation for the night confirmed but do call them directly, if this is not the case.

Alternative accommodation in the area

If you would like to look at other alternatives to the Four Seasons in the location, you may want to try:

Tylney Hall in Hook - 4 star, approx a 10-15 minute drive from the Hotel.

Tel: 01256 764881

www.tylneyhall.co.uk

The Lismoyne Hotel in Fleet - 3 star, newly refurbished, 10 minutes from the Hotel.

Tel: 01252 628555

www.lismoynehotel.com

The George Hotel in Odiham - a 16th Century Coach Inn, 5 minutes from the Hotel.

Tel: 01256 702081

www.georgehotellodiham.com

General information

Travel information

Heathrow Airport: 45 minutes (47 km/29 miles)

Gatwick Airport: 1 hour (80 km/50 miles)

Farnborough Airport (for private business jets only): 11 minutes (11 km/7 miles)

Sleet Station: 10 minutes (10 km/6 miles)

By car, the Hotel is easily accessed from the M3 motorway.



Think Tank agenda

24th June 2008 - By invitation only

11.30am Registration opens for think tank participants & speakers only

12.45pm Think tank attendees & sponsor lunch in Manderville Room

2.15pm From the outside looking in - the City's view on global brand performance

Panelists:

Martin Deboo, *Consumer Goods Analyst, Investec*

David Haigh, *CEO, Brand Finance*

Iain Ellwood, *Head of Consulting, Interbrand*

Session Chairman:

Todd Benjamin, *Financial Editor, CNN*

Synopsis:

The acid test for those involved in the globalisation of brands is whether the money men are impressed. Growing shareholder value quickly and efficiently is the name of the game.

So who is doing well in this high stakes race? And who is falling behind City expectations? How do the key analysts and fund managers view the globalisation of brands and what do they believe that it takes to win? Moreover, what other factors will impact the world of advertising in the short, medium and long-term?

We ask three of the leading commentators on global brand performance to give us a status report on the top achievers and to brief us on what they believe have been the critical success factors.

3.15pm Core Think Tank group work

Supported by:

IPA

CMO COUNCIL

Synopsis:

You are invited to join facilitated think tank groups to consider what old brands could learn from 'new age' brands and what 'new age' brands could learn from old ones. The groups will collectively consider whether the established 'marketing truths' remain constant in the world of the i-generation or whether we are really living in an era where the old rules of marketing no longer apply.

The groups will include senior representatives from the advertiser, agency and media owner communities and are expected to generate some very lively and insightful debate. The headline output from the groups will be incorporated into the head-to head session the following day - *New brands, old tricks. Old brands, new tricks.*

Think Tank agenda

The groups will last for 1.5 hours and the output will be collated by the moderators (see below). The session will end with a chaired feedback session of 30 minutes, allowing the core participants to break at 5pm.

Moderators for the session

We would like to thank Janet Hull, Head of Marketing & Reputation Management at the IPA for inviting and co-ordinating the moderators for the think tank. The groups will be expertly facilitated by:

Nick Kendall , *Group Strategy Director, BBH*

Andrew Crosthwaite, *Founder, Core Values*

Neil Dawson, *Founder , Hurrell Mosley Dawson Grimmer*

Guy Murphy, *Worldwide Planning Director, JWT*

Mark Palmer, *Founder, Maverick Planet*

Simeon Duckworth, *Managing Partner, MindShare*

Will Collin, *Founding Partner, Naked Communications*

Clare Rossi, *Global Planner (Unilever Brands), Ogilvy*

Peter Field, *Marketing Consultant*

4.30pm Registration opens for delegates attending the dinner and conference

6pm Cocktails
All attendees invited to network pre-dinner

7pm Keynote speaker

Speaker:

Nikesh Arora, *President Operations EMEA, Google*

Following Nikesh's short presentation, he has agreed to take questions from the group.

7.45pm Dinner served

10.15pm Formal day finishes

Main conference day agenda

25th June 2008

8am Delegate registration opens

9.00am The global consumer - understanding the i-generation

Speakers:

Nigel Hollis, *Chief Global Analyst, Millward Brown*

Malcolm Hunter, *Chief Strategy Officer, Aegis Media*

Session Chairman:

Michael Toedman, *VP International Managing Director, BusinessWeek*

Synopsis:

Is there such an animal as the global consumer? Do those consuming Coca-Cola in Brazil really match the profile of those in Japan? Can Unilever continue to roll-out their Dove strategy to every region of the World or are there cultures where it just won't resonate? Are regional insights more workable or can brand communications be streamed around religious maps?

There are so many difficult questions for those steering global brands - this session looks at all the influences - socio-economic, cultural and technological which are affecting the way consumers behave around the World and what all this means for global brand strategies.

9.50am The anatomy of truly global brands

Speaker:

Steven Sturm, *Group Vice President of Americas Strategic Research and Planning and Corporate Communications, Toyota Motor North America, Inc.*

Session Chairman:

Frances Brindle, *Global Marketing Director, Financial Times*

Synopsis:

In research for this conference, leading thinkers within the marketing community were asked which global brands that they admired and why. A handful of brands were mentioned as truly notable. So what does it take to be a stand-out brand? How do you ensure that you are in touch with consumers and maintain your relevance and consistency across multiple geographies and cultures?

We hear about the anatomy of one of the World's most notable brands – Toyota (the seventh largest company in the World and the second biggest manufacturer of cars). More importantly, we hear about its strategy for success in future, from the person responsible for corporate strategy, planning, strategic research, corporate advertising and marketing communications, as well as the company's media and investor relations in the USA.

Main conference day agenda

10.40am Coffee break

11.00am Optimising global teams and cultures

Speakers:

Chris Clark, *Head of Marketing Planning & Brand Strategy, HSBC Group*

Kevin Bishop, *VP Marketing North East Europe, IBM*

Gustav Carlson, *EVP & CMO, Thomson Reuters*

Session Chairman:

Philip Smith, *Head of Digital Content, Haymarket Brand Media*

Synopsis:

If global CMOs only had to consider the external challenges faced by brands, the role would be difficult enough. But research showed that for the majority the toughest part of the job is ensuring that the internal organisation is fit, equipped, informed and inspired.

Building the right team, providing them with the best tools and creating the necessary culture and mindset to deliver across geographies is a truly complex challenge. We look at three brands that are successfully managing the 'soft' components on a global scale to see what might be learnt and applied.

12.15pm Growing global brands – the 'momentum effect'

Speaker:

Jean-Claude Larreché, *Professor of Marketing, INSEAD*

Session Chairman:

Hamish Pringle, *Director General, IPA*

Synopsis:

As the author of five annual reports on Measuring the Competitive Fitness of Global Firms, Jean-Claude has had a fascinating insight into the capabilities of leading global firms in key areas such as customer orientation, innovation and marketing operations. This session draws from his latest book (to be published in May) – *The Momentum Effect* – which focuses on the value creation superiority of a customer-based momentum strategy which has been favoured by the likes of Coca-Cola, IBM and HSBC in recent times.

1.00pm Lunch

Main conference day agenda

2.00pm **Hardwiring for success - ensuring visibility on performance**

Speakers:

Mike Bambrick, *Executive Director Client Services, Integration IMC*

Dr Les Buckley, *Regional Director SE Asia/Oceania, Asia Pacific Breweries*

Session Chairman:

To be confirmed

Synopsis:

Having talked about the people, the leadership required and the cultural insights that are central to the World's most successful brands - we turn our attention to the 'hardware' engine.

We talk to two leading practitioners about the processes and disciplines that they have put in place that are the envy of other organisations. How do they ensure that insights are applied across regions? How can they hardwire the transfer of knowledge within an unwieldy global network? Which processes ensure continuous learning and improve overall performance?

2.50pm **Addressing the non-marketing challenges**

Speakers:

Paul Dickinson, *Director of Sales and Marketing, Virgin Atlantic*

Christina Koh, *Global SVP Corporate Communications & Sustainability, DHL Express*

Session Chairman:

Pip Brooking, *Editor, M&M Europe*

Synopsis:

There was a time, long ago, when marketers were simply able to broadcast their messages to the accepting masses. There was no need for a two way dialogue, no concerns about 'people power' and no requirement to be accountable. How things have changed - first there was national commercial radio, then television which provided news of good and bad happenings across the World and suddenly brand owners were being asked to justify themselves in an unprecedented way.

Today sustainability, CSR, self regulation, consumer boycotts and daily questions about corporate governance are common. We all want to know where product is being manufactured and by whom and transparency is seen as a right. For marketers, it is all part of the headache.

We hear from two people who are at the sharp end of protecting brand reputation and ask them to share with us how they see these factors and requirements changing the way brands are managed in future.

Main conference day agenda

3.40pm Break

4.10pm Head-to-head - New brands, old tricks. Old brands, new tricks

Speakers:

Luc Bardin, *Chief Sales & Marketing Officer, BP Group*

Kristof Fahy, *VP Marketing, Yahoo! Europe*

Richard Hudson, *General Manager, Marketing Communications, BMW*

David Wheldon, *Global Director of Brand, Vodafone*

Session Chairman:

Jon Fine, *Media Columnist, BusinessWeek*

Synopsis:

Have you ever wondered what established brands like Diageo, P&G and Shell could learn today from such young brands as Google, Bebo and Youtube? Equally what could all of these achieve if they were to apply the learning's from the old heads at Kellogg, Nestle or Unilever? - Who collectively know a thing or two about marketing excellence!

Here is your opportunity to hear what some of the leading thinkers responsible for global brands think would be the outcome. This 'head-to-head' promises to be a truly fascinating and insightful exchange - getting to the heart of what great marketing should look like today.

5.30pm Conference ends



Speaker biographies - A-Z

The following pages include the details of the individual speakers who are contributing to the inaugural **Global Brand Think Tank**. We would like to thank them for all the work that has gone into their participation in advance.

Nikesh Arora is Google's President of Europe, Middle East and Africa (EMEA) Operations. He is responsible for Google's business across 28 offices in EMEA with a team of over 2500 people. When Nikesh arrived in December 2004, Google EMEA had less than 500 employees across 10 offices.

Before joining Google, Nikesh was Chief Marketing Officer and member of the Management Board of T-Mobile. Prior to that he worked at Deutsche Telekom, where he founded T-Motion PLC, a mobile multimedia subsidiary of T-Mobile International. Prior to T-mobile Nikesh was part of the asset management team at Putnam Investments focusing on tech and telecom on a global basis. He has also held a finance and technology management position at Fidelity Investments.

In July 2007, Nikesh was appointed to the board of Aviva PLC as an independent Non-Executive Director. He is also a Patron of the NSPCC Stop Organised Abuse Board.

Nikesh received a MS in Finance from Boston College and a MBA from the Northeastern University in the United States.

Mike Bambrick: Executive Director Client Services Mike graduated with honors from Warwick University Business School. He started his career in advertising as media buyer at Boase Massimi Pollitt in 1984. He became the Media Planning Group Manager in 1995, responsible for over £100million of business. During this time, he won two Media Week Awards for excellence in media planning. In March 1999, he took over as Regional Communications Director for P&G Europe at Saatchi & Saatchi, with responsibility for building regional planning resources and delivering communications strategies and templates for P&G brands across Europe, the Middle East, and Africa. Mike joined INTEGRATION™ in May 2002 as Director of Client Services. His role is to lead the development of INTEGRATION™'s delivery to clients, and establish MCA™ Metrics as the global gold standard of measurement in marketing communications. Mike is married and has three sons.

Luc Bardin is Group Chief Sales & Marketing Officer, BP p.l.c. He is also a member of the BP Senior Executive Committee and Group Vice-President in the Refining & Marketing Segment, which oversees BP customer facing businesses, employing some 80,000 people worldwide.

Luc is in charge of Sales & Marketing strategies and capabilities, Brand management and Sustainable Mobility. He also continues having P&L accountability of BP's Strategic Partnerships organization.

In his previous GVP roles, Luc ran BP's Strategic Partnerships, Business & Consumer Marketing businesses and Procurement.

Speaker biographies - A-Z

Luc's first position in BP was as Chief Executive of the Consumer Lubricants business, created from the merger between BP and Castrol in 2000. Prior to this, he was Chief Executive Europe, Castrol International (1997-2000) and Chief Executive, Castrol France (1994-1997).

Earlier in his career, he held various business leadership positions in the Hoechst and Pechiney Groups, all with P&L accountability of Manufacturing, Sales & Marketing Divisions and Global/European Business Units.

Luc holds an MBA from INSEAD (1983), studied Engineering at the Ecole Centrale, Lille (1980), Political Science at the Institut d'Etudes Politiques (1981) and Finance at the High Finance Institute, Paris (1993). As well as English and French, he also speaks German.

Luc is father of four children and his interests are his family and rugby.

Kevin Bishop was educated at Cambridge where he took an MA in Natural Sciences and an MEng in Manufacturing Engineering, graduating with first class honours. He joined IBM in 1985 as a systems engineer and progressed rapidly through an early career in large account sales to a series of UK and European sales and marketing management roles in IBM's Networking business. After a short assignment as Executive Assistant to the General Manager of IBM EMEA, Kevin was appointed Director of Distribution Channels for IBM's business in the UK, Netherlands, Ireland and South Africa in January 1998 and subsequently Director of Marketing for the same region in January 2001.

Following IBM's acquisition of the PwC Consulting business in October 2002, Kevin was appointed EMEA Director of Marketing for IBM Business Consulting Services, then EMEA VP of Strategy and Marketing for IBM Business Consulting Services. In October 2005 he moved to become VP of ibm.com in Northeast Europe, with responsibility for telephone and web based sales across IBM's full product and services portfolio, plus telephone and web based client management for IBM's smaller clients. In 10 straight quarters of significant growth Kevin doubled IBM's sales through tele and web channels to over \$1Bn.

In March 2008 Kevin was appointed VP of Marketing for IBM Northeast Europe. With significant budgets and a team in excess of 500 marketing professionals the marketing role is to enable the market share growth, PTI growth and hence the EPS growth IBM has committed to shareholders. This is achieved through a mix of strategic choices and excellence in execution that brings real value to clients through effective alignment of activity across the firm.

Outside of IBM, Kevin was Chairman of the Chartered Institute of Marketing enquiry into Media Neutral Planning, is a regular contributor to the Cranfield University Multi-Channel Marketing research group and since 2004 has been Visiting Professor of Marketing at the University of Bedfordshire. Kevin is also Liveryman of the Worshipful Company of Marketors, and a contributing member of their Think Tank on the future of marketing.

Speaker biographies - A-Z

Dr Les Buckley is presently Regional Director - SE Asia/Oceania for Asia Pacific Breweries Limited a Singapore based multinational brewery with 34 breweries in 13 countries and exporting celebrated Tiger™ Beer to a further sixty-two. He is responsible for APB's operational performance in Malaysia, Singapore, Mongolia, Papua New Guinea, Australia and New Zealand.

Born in UK and educated in NZ, UK, and USA, Les holds a Ph.D. in history, and has more than twenty years experience in sales and marketing roles, the last fourteen in brewing in Asia. He has operational and branding experience ranging from managing mainstream and economy brands and breweries in China, to country responsibilities for brand icons such as Heineken © beer, Guinness © stout, and Tiger™ Beer. Before becoming a Regional Director, Les was Commercial Director for APB.

In addition to this, he has been a board member of Singapore Government's National Environment Agency, and a board member of the Football Association of Singapore. He holds eight other board directorships.

Gustav Carlson oversees the development and implementation of strategic marketing and communications programs to build brand awareness and support.

He is a member of the Thomson Reuters Executive Committee. He assumed this position after serving as Senior Vice President of Corporate Communications at The Thomson Corporation since 2006.

Mr. Carlson has more than 25 years of experience as a Senior Communications Executive and as an award-winning national business journalist and author. He previously served as Vice President of Communications for Standard & Poor's. Before that, he was an Associate Partner in Corporate Communications at Accenture. He has also held senior communications positions with Barnes & Noble, PaineWebber and Hill & Knowlton.

Mr. Carlson is a former business editor for The New York Times and The Miami Herald, where he was a member of the editorial staff awarded the Pulitzer Prize Gold Medal for coverage of Hurricane Andrew in 1992. He began his media career as a newspaper editor and nationally syndicated columnist in Canada and is the author of two books on corporate reputation and culture.

Mr. Carlson is a graduate of Queen's University in Kingston, Ontario, and the University of California, Santa Barbara.

Chris Clark joined HSBC Holdings plc in February 2001 as Head of E-Marketing, with responsibility for the development global e-marketing programmes and personal internet banking. In Oct 2002 he moved into Group Marketing as Head of Market Planning and Brand Strategy. He has been one of the team responsible for managing the HSBC brand globally and has a number of responsibilities that include Advertising, Marketing Planning, CSR Strategy, Acquisitions and Name Changes, Global Brand Tracking and Market Research, Brand Portfolio and I.P Protection. He is currently Head of Group Marketing reporting to Alex Hungate (Head of Personal Financial Services and Marketing).

Speaker biographies - A-Z

Prior to joining HSBC, Chris was Executive Vice President and Head of Strategic Planning for Bates USA and Latin America. His responsibilities included key client brand assignments for BellSouth, Chevron, Pfizer, Warner Lambert, Hyundai, Avis and brand consulting assignments for Unilever.

The bulk of his career was in the advertising business in the UK where he spent 8 years at Saatchi and Saatchi transferring from the head of client services role there to CEO of the organisations second agency Bates Dorland. The initial first five years of Chris's career was spent at Levis Strauss in brand management.

Martin Deboo is the consumer goods analyst at investment bank Investec in London, where he makes investment recommendations on Cadbury, Unilever and Reckitt Benckiser amongst others.

In a twenty five year career, Martin has developed a wide-ranging perspective on the consumer goods industry and the interface between marketing and finance.

In the 1980s he was an account planner in advertising, working principally for BMP (now DDB) and Publicis. In 1993 he graduated with Distinction from the MBA programme at London Business School. From 1993 to 2005 Martin worked for strategy consultancy OC&C, latterly as a Partner in their consumer goods practice. At OC&C

Martin worked extensively on both sides of the Atlantic and Europe advising consumer goods and retail clients, such as Cadbury and InBev, on their commercial strategies. He has also advised extensively in the Private Equity sector on consumer goods and retail transactions including Molton Brown and FatFace.

In 2006 Martin joined Investec, where he is in extensive contact with both consumer goods companies and major investment institutions. He is quoted extensively in the media, including the Financial Times and the BBC's Today programme.

He remains actively involved with London Business School where he serves as a Governor and Director of the School's Executive Education business. Martin lives in Kew with his wife and two boys.

Paul Dickinson is Director of Sales and Marketing for Virgin Atlantic and has global responsibility for sales, marketing, e-commerce, contact centres and customer relations. Paul joined Virgin Atlantic in November 2001 as Sales and Distribution Director.

Paul previously worked for the RAC as Director of Sales and Marketing, Granada PLC as Director of Sales and Marketing for Air Travel Group, Air Miles as Travel Products Director and Visa International as Marketing Manager Travel and Entertainment.

Iain Ellwood is Head of Consulting at Interbrand; leading the Strategy, Brand Valuation & Analytics and Brand Engagement teams. A seasoned management consultant with over fifteen years international experience, living and working in Japan, Hong Kong, the Netherlands and the United States as a marketing brand strategist for Blue-chip companies. He has led highly effective engagements for clients including: British Airways, Barclays, BP, BT, France Telecom, Godrej, InterContinental, Mitsubishi, Nissan, Orange, The Orient Express, Philips, RSA and UBS.

Speaker biographies - A-Z

Before joining Interbrand, Iain worked at Prophet Management Consultancy. He led worldwide engagements creating high impact solutions for customer proposition development, brand operationalisation and marketing strategy.

Iain's focus is on driving higher margins and profits through putting the customer at the heart of the organisation. This is achieved through value led inspirational marketing strategy, brand operationalisation and touch-point development. Working with CEO's, his extensive expertise and knowledge have shaped corporate strategy with customer-focused propositions as well as internal brand engagement that motivate and educate employees.

He is the author of Wonder Woman, marketing secrets for the trillion dollar customer (Palgrave Macmillan 2008) & The Essential Brand Book (Kogan Page 2001). He is a regular press commentator on marketing and branding issues for The Economist, the BBC, Sky News and numerous business magazines. Iain is a frequent international speaker on branding, innovation and communications. He also occasionally lectures for MBA courses at London Business School (LBS).

Iain is a member of the Chartered Institute of Marketing (MCIM); a member of the Marketing Society and a fellow of the Royal Society of Arts (FRSA). He holds a master's degree in social psychology from the University of London.

Kristof Fahy is the VP, Marketing for Yahoo! Europe. He is responsible for driving the marketing and brand strategy as well as Research and PR.

Before joining Yahoo! in November 2007, Kristof was Brand Marketing Director (EMEA) for BlackBerry with responsibility for Brand and Communications. Here he created and implemented the brand and marketing strategy for BlackBerry across EMEA as the company moved into the consumer market.

Prior to BlackBerry, Kristof worked in various senior marketing positions at Orange for over 7 years, including Director of Global Brand Communications and Head of Brand, Planning and Advertising for Orange UK where he was responsible for the creative direction of Orange UK.

While at Orange he also launched the brand into Australia and The Dominican Republic.

David Haigh

Previous experience:

- Financial Director of Creative Business, a marketing agency within the RSCG marketing communications network
- Financial Director of WCRS & Partners, a large, publicly quoted consumer advertising agency
- Managing Director of Publicis Dialogue, a marketing consultancy
- Global Director of brand valuation at Interbrand
- Established Brand Finance in 1996:
- Author of 'Strategic Control of Marketing Finance' (FT/Pitman Publishing 1994), 'Brand Valuation - a review of current practice' (IPA, 1996) and 'Brand Valuation' (FT - Retail and Consumer Publishing, 1998)

Speaker biographies - A-Z

- Commented on brand valuation and equity issues on CNN, Sky, BBC1's Today programme and Bloomberg TV
- Leads tax and technical valuations and is an advisory panel member of the Shares Valuation Division of the Inland Revenue, specialising in trademarks and brands
- Has conducted Royalty Rate studies for SABMiller, Grupa Zywiec and Fosters
- Beer brands include Icehouse; Miller Genuine Draft; Miller High Life; Miller Lite; Milwaukee's Best; Castle; Peroni; Pilsner Urquell; PIT; Three Bears; Doctor Diesel.
- Has conducted brand related studies for Heineken; Whitbread and Dreher

Nigel Hollis is Millward Brown's Chief Global Analyst. He has 28 years of research experience and a deep understanding of how marketing communications can build and maintain brands. This helps him address the issues facing marketers in today's fast changing world.

After a four-year stint with Cadbury Schweppes in the UK, Nigel joined Millward Brown, where he has worked with clients in many different industries and countries.

A three-time winner of WPP's Atticus Award (for original published thinking in marketing services), Nigel has had his insights published in a wide selection of journals and books, and speaks at conferences all over the world.

Richard Hudson heads up BMW's Marketing Communications department in the UK. His responsibilities cover developing BMW's brand strategy in the UK and guaranteeing its successful implementation through all aspects of marketing communications from TV, press, PR, direct and online marketing as well as corporate marketing and supporting the all important BMW Dealer network.

Always maintaining an appropriate balance between brand pull and sales push activities, Richard has been responsible for many successful brand campaigns as well as numerous product launches in what has been BMW's three most intensive years of sales growth and market expansion.

Before heading up Marketing Communications, Richard was responsible for CRM and E-commerce at BMW UK, reviewing and implementing new programmes for used car marketing, lead management and CRM systems, call centres and direct sales. Prior to joining BMW in 2000, Richard enjoyed ten years on the agency side working in advertising, direct marketing and CRM consultancy.

Malcolm Hunter has 20+ years' experience running national and global strategic planning departments with top ad agencies Saatchi, McCann, and Lowe, working both in the UK and abroad. He then spent two years as a Partner with brand consultancy, Red Spider. Malcolm has worked within Carat for the past 4 years, where his clients (past & present) include: adidas, Reebok, HSBC, Eurostar, Philips, Panasonic, Cadbury, Unilever, Diageo, Sega, Pernod Ricard, Diageo and many more.

Speaker biographies - A-Z

Christina Koh is the Global Head of Communications and Sustainability, DHL Express. Based in Bonn, Germany, Christina is responsible for developing and steering the internal and external communications efforts for DHL Express worldwide. Working closely with the global, regional and country teams, she is tasked with strengthening DHL Express' corporate communication efforts globally, further enhancing the company's public and media profile. Christina is a senior professional with extensive public relations experience in corporate positioning, employee communications and brand positioning, as well as issues management.

In addition to her corporate communications function, she also drives the corporate citizenship initiatives, leading the company's overall global Sustainability objectives.

Prior to her current appointment, Christina headed DHL's Asia Pacific Corporate Affairs department for five years, based in the Singapore regional office. Christina joined the company with a mandate to establish the company's first Corporate Affairs division in Asia Pacific. She built and led an initial small team, evolving into a group of communications specialists overseeing the communications strategies for the company's 41 countries and territories in Asia Pacific.

Christina is a key architect of the company's corporate social responsibility programs. During her tenure, she successfully piloted and matured the Sustainability strategy for Asia Pacific, a key component of which is the Managing Disaster Response program, which outlines the company's prompt and comprehensive action and communication plan towards disaster management by using DHL's core expertise in logistics and transportation. DHL Asia Pacific was accorded an industry award for its comprehensive communications on the company's disaster management efforts during the 2004 Asian Tsunami.

In other community investment efforts, Christina was also instrumental in launching the DHL Young Entrepreneurs for Sustainability Awards (or DHL YES Awards), which aim to identify and recognize the contribution of young individuals who are evolving new and innovative ideas and practices to bring about positive social change in their communities in Asia Pacific.

Currently Christina is steering the global environmental program and strategy, ensuring that the employees and the different business functions within DHL Express adapt sustainable practices in delivering their long-term business objectives.

J.C. Larreche is Professor at INSEAD, France, where he holds the Alfred H. Heineken Chair. It was as a student at Stanford that he was first nicknamed "J.C." by his friends. It was also there, in the midst of Silicon Valley, that he developed an interest in the way some firms achieve exceptional growth while others don't. Since then, his research, teaching, and consulting activities have focused on the discovery of systematic and practical ways to help businesses achieve quality growth that is not only exceptional but also sustainable.

J.C. has always combined his academic life with a business career, and is particularly attuned to the practical day-to-day realities which executives have to deal with. He is a renowned consultant with leading global corporations, most of them listed in the global Fortune 500. Aged just 35 he was appointed a non-executive director of the multinational firm that became ReckittBenckiser, and he kept that position for the

Speaker biographies - A-Z

exceptionally long tenure of 18 years. He is the author and co-author of many books and articles, as well as Markstrat, the leading strategic marketing simulation used by more than a million executives worldwide.

Steven Sturm is Group Vice President of Americas Strategic Research and Planning and Corporate Communications for Toyota Motor North America, Inc. (TMA), the holding company for Toyota's North American sales, engineering and manufacturing operating units. He is responsible for corporate strategy and planning, strategic research across the Americas and image research. He also has responsibility for corporate advertising and marketing communications, as well as media and investor relations.

Prior to joining TMA, Sturm was vice president, North America planning for Toyota Motor Sales (TMS), U.S.A., Inc. There he developed strategies for North America and the Western Hemisphere in support of sales, supply objectives and trade issues.

Sturm served as president and general manager of Toyota Logistics Services (TLS), Inc., a subsidiary of TMS. He was in charge of Toyota and Lexus vehicle delivery to dealers, new vehicle processing and accessory installation, Toyota Transport operations, manufacturing parts logistics operations, and the export of North American-produced vehicles to overseas destinations.

Since joining Toyota in 1981, Sturm has held management positions in parts development, U.S. accessory development, product development, and market/price planning for the Toyota Division. He also was the national distribution, logistics and sales planning manager; corporate sales planning manager; and corporate marketing manager for the Lexus Division. In addition, Sturm held the positions of vice president, new era business project; and vice president, marketing for the Toyota Division.

David Wheldon is Vodafone's Global Director of Brand. Vodafone Group Plc is a leading mobile telecommunications company with a significant presence in Europe, the Middle East, Africa and Asia Pacific. The group has over 186.8 million customers, excluding paging customers. 1 in 4 mobile users in the World is connected to Vodafone.

Before joining Vodafone, David has held senior positions on both sides of the marketing fence. Starting at Saatchi & Saatchi he was poached to be the Managing Director of Lowe Howard-Spink in London. He then moved to be Global Director and VP of Advertising for the Coca-Cola Company under the aegis of Sergio Zyman. David then went back to the agency world as President of BBDO Europe and finally arrived at Vodafone via WPP.