

## 像太阳一样思考

访宏盟集团副主席 Tim Love

本刊记者：韩雪莲

童年生活的印记让他一直向往外面的世界，不同地域的风土人情和文化多样性的切身体验触发了他源源不断的创意激情，从美洲到欧洲、从欧洲到亚洲……万水千山走遍后，他更加坚信，创意工作是一份让社会充满爱，给世界带来和平的工作。他以自己的实际行动践行着“像太阳一样去思考”的人生信条。他就是宏盟集团副主席及 APIMA（亚太、印度、中东及非洲区）的首席执行官 **Tim Love** 先生。在一个天气氤氲的午后，我们有幸在浦东香格里拉酒店与其进行了一次特别愉快的交谈。

**AOM:** We always say, "only break our vision limitation can we take a broader view", while many western media industry executives are not willing to give up their comfortable life at home, you spend most of your time overseas in Europe, Asia, Africa and so on, why did you make such a choice? What kind of pleasure and confusion does these travel experiences bring to you?

**Tim Love(Hereinafter called "Tim"):** Your question reminds me of an old saying: "On the issue of who discovered the water, we are pretty sure it was not the fish." I got interested in people from different cultures very early in my life. My father was a television repairman. We had a tiny house in Ohio with televisions and radios everywhere and always on. This exposed me to people and places outside my fishbowl. I was a so-called "child of the media" before this was a term and my curiosity to understand people and places continues.

Advertising has enabled me to do what I enjoy--to create ideas from human insights. It is fun to see how diverse people see the world through different windows. I'm fascinated with their different perceptions, behaviors, art and history. I find it more comfortable to learn new things than to be stagnant in one place. To learn you must be comfortable with being uncomfortable. The pleasure comes when you see that the perspective that you bring from this diversity of insight helps other people see the world in a fresh way, hopefully as a friendlier place.

### 文化多样性：精彩与误解

**AOM:** 我们常说“打破自身视野局限才能放眼更加广阔的天地”。很多传媒业的欧美高管不愿放弃本国的优渥生活，您却将职业生涯中的大部分时间奉献给欧洲、亚洲、非洲等区域和国家，为何做出这样的选择？“万水千山”走遍的切身体验，带给您哪些乐趣和困惑？

**Tim Love（以下简称“Tim”）:** 你的问题让我想起了一句谚语，“不知是谁发现了水，但肯定不是鱼。”小时候，我就对不同文化背景的人很感兴趣。我父亲是一位电视修理工，我们在俄亥俄州有一个小房子，房子里摆满了各种各样经常开着的电视机和收音机，这让我有机会从丰富的节目中了解外面的风土人情。在“传媒一代”的称谓还没有普及以前，我就已经是其中名副其实的一员了。到现在，我仍然对外面的世界充满了好奇，渴望去领略不同的地方，了解不同的人。

广告让我能够做自己喜欢的事，从人类的洞察中想出创意来。让我感到有趣的是不同的人如何从不同的视角看待世



It is exciting when ideas become realized, when they have an effect. In the field of advertising and marketing communications you can see the difference your ideas make. I was lucky at the start of my career, because the first thing I worked on was a public service campaign for the Peace Corps. This quest for a more peaceful world left a good imprint on me.

There can be confusion and "cultural faux pas." These are mistakes and failures created from a lack of cultural understanding and sensitivity. I assure you I have made some over the years. Generally, you find that while beliefs and behaviors differ between cultures, the value is in finding similarities so an insight can be scaled. Most cultural faux pas are due to misunderstandings of language or from poor listening skills. For example, in Brazil, a US car company wanted to introduce a model called Nova. However, in Brazilian Portuguese, the name Nova is not a good brand name for a car. In Brazilian Portuguese, "No Va" means "No Go." The introduction failed miserably because their outdoor billboards were essentially saying, "Introducing a new car that doesn't go." I'm sure someone tried to tell the Nova people there was a problem with the name. They didn't listen. They were trapped in their own fishbowl.

**AOM:** The origin of your relationship with China can be traced to '90s what has been deeply branded into China advertising with changing times? The advent of knowledge economy accelerates the transition from "made in China" to "created by China", what is the highest priority in building global brands for Chinese companies?

**Tim:** China initiated a historically significant program

界。不同的观念、行为和历史常常让我为之着迷。学习新东西比总呆在一个地方更让人舒适。要学习，你就得随遇而安。当你看到自己从多元的洞察中为人们带去新的视角，能够帮助他们用一种新的方式来看世界，希望他们把世界当成一个友善的地方，这就是一种乐趣。创意思法变成现实并且产生影响是一件很让人兴奋的事。在广告和市场传播领域，你可以看到自己的想法所能带来的改变。在入行之初，我很幸运第一次做广告就参与了美国和平部队公共服务项目的推广，这种对世界和平的追求，给我留下了很深的印象。

当然，也会有困惑，比如遇到“文化失态”现象，这是因文化理解和灵敏度的缺失而造成的错误和失败。我确定这么多年大家犯了不少这样的错误。通常，当你发现不同文化之间迥异的信仰和行为，价值就在于找到它们的相似点，所以洞察力就显得相当重要。大多数的“文化失态”是因为语言的误解或者差劲的听力技巧。比方说，在巴西，一家美国汽车公司想介绍一款叫做“Nova”的车型，然而在巴西的葡萄牙语里，“Nova”这个名字不是一个好的汽车品牌名称，因为“No Va”的意思就是“走不了”，就像他们在户外大牌上打出的广告语：“介绍一款走不了的新车”，品牌推广惨遭滑铁卢也就不足为奇了。我相信一定有人曾试着去告诉Nova汽车公司车名有问题，只是他们不听，就这样被自己的迟钝和刚愎自用所害。

### 合作与创意是重要的交流途径

**AOM:** 您跟中国的渊源可以追溯到九十年代，时代的变迁给中国广告行业打下最深的烙印是什么？知识经济的到来让“中国制造”演变成“中国创造”的步伐愈加迫切，中国公司塑造国际品牌的当务之急是什么？

**Tim:** 2009年，中国发起了一场具有历史意义的广告运动，让世界知道了什么叫“中国制造”。在全球经济危机加深，各国贸易保护主义加剧的大背景下，中国担起了领导者的角色，颇为鼓舞人心。由DDB国安代表商务部所做的这则广告创意基于以下概念：任何东西都不再由任何单个地方制造，而是和其他人或其它地方一起制造。这是一个很强大的创意，因为它说的是事实，它改变了你看世界的方式。苹果

in 2009 about what products branded "Made in China" means. China took an inspirational, leadership position at a time when protectionism everywhere had intensified as the global economic crisis deepened. The campaign idea created by DDB Gouan on behalf of the Ministry of Commerce hinged on the idea: Nothing is made anywhere, anymore, it is made with someone or someplace. This is a powerful idea because of its truth and because it changes the way you see the world. Apple Iphone is made in China, but conceived and designed in California. So, where is it made? What does "made in" mean in today's interconnected, interdependent world? For China to declare to the world, "made in" is less relevant than "made with," is inspired thinking.

I also admire that China recently adopted a "Code of Responsible Marketing" for a post-digital world. The code was developed in a collaboration of the CAA, CANA and CAAC working with the World Federation of Advertisers (WFA). It was impressive that the CAA (China Advertising Association of the State Administration of Industry and Commerce) came to visit Omnicom in New York three years ago to discuss and learn about the concept of self-regulation. China studied the issue of how to encourage advertising standards and ethical practice in a more connected world where individuals create content. China's code is very helpful to an industry that creates choice and exists in the idea exchange between people. Your question about when "made in China" evolves to become "created by China" is interesting. I think it's important that China continues to lead in advocating harmonious collaboration. Brands are made with China and brands are created with China, too. China will have creative influence in a more transparent world through the competition of ideas. The fantastic success of the Beijing Olympics enabled the world to dramatically see a China they had little real prior experience with. Interest is accelerating in China's diverse art, culture, music, entertainment and history. China still needs help achieving better communication of these assets with the rest of the world. Omnicom has a unique culture that is a reflection of our belief that an independent operating philosophy leads to greater diversity of ideas. It is based on the service-profit-chain discipline, which stresses a simple focus on

iphone 在中国制造，却在加利福尼亚构想和设计，那么，它到底是在哪里制造的？在今天这样一个相互连接、相互依赖的世界里，“在哪里制造”意味着什么？中国向世界声明，“携手制造”比“制造”更有意义，这是很有创见的思想。

值得欣赏的是，中国最近采用了一个后数字世界的营销自律宣言。该宣言由中国广告协会、中国广告主协会、中国商务广告协会与世界广告主联合会一起制定。让人印象深刻的是，三年前，隶属国家工商行政管理总局的中国广告协会来纽约参观访问了宏盟集团，讨论并学习了行业自律的相关构想。如何在一个联系更为紧密、人人都可创造内容的世界倡导广告标准和道德操守，中国已有研究。中国的自律宣言对这个选择创造、影响人们想法交流的行业是极为有益的。你提到的有关“中国制造”到“中国创造”的演变，我觉得很有意思。中国在倡导和谐合作方面将继续起到非常重要的领头作用，就显得非常重要。与中国携手制造的品牌同样也是与中国一起创造的品牌。通过想法的大比拼，中国将在一个更为透明的世界里发挥其创意上的影响。北京奥运会取得了令人难以置信的成功，让世界戏剧性地看到了一个他们之前从未真正熟悉过的中国。人们对中国多元的艺术、文化、音乐、娱乐和历史的兴趣与日俱增，为了让世界更好地了解这些文化资产，中国仍需外界的帮助。

宏盟的独特文化是我们信念的一个反映，即独立的运营哲学催生更为多样的创意想法。它基于服务—利润—链条的原则，集中强调对人、产品和利润的重视。宏盟历来在全球网络上的杰出创意表现，加之我们不受传统行业架构的束缚，释放了我们在未来品牌塑造上的才能。我们在与中国广告的合作、创意推广方面，取得了显著进步，赢得了全球范围内的广泛尊敬。宏盟旗下 TBWA 创作的 Adidas 广告，曾为中国在戛纳全球广告节上斩获第一头“金狮”，该创意同时也赢得了第 16 届中国国际广告节长城奖；此外，DDB 中国为中华环境保护基金会创作的广告为中国捕获了第二头戛纳“金狮”。中国对宏盟来说非常重要，也是宏盟的首选市场。最近，我们在北京召开了一次世界级的董事会，我们为中国才华横溢的同事们感到自豪，他们的努力赢得了全球广告界的尊敬。



people, product and profits. Omnicom's history of creative excellence in each of our global networks, plus the advantage of not being tied to old industry infrastructure, unleashes our talent for the future of brand building. There has been excellent progress made with our China advertising and marketing creativity, earning respect on the global stage. The first Gold Lion won by China at the Cannes global advertising festival was created by an Omnicom agency (TBWA) for Adidas. This creative also won the Great Wall Award at the 16th China International Advertising Festival. And DDB Shanghai created China's second Cannes Lion with the famous work for China's Green Protection Foundation. China is an exciting priority for Omnicom. We recently had our worldwide Board meeting in Beijing and we are proud that the work of our talented colleagues in China has been capturing the esteem of the global advertising community.

China's rapid growth of internet and broadband usage is making it an extraordinary learning platform for us to go to school on, all over the world. I believe this is assisted by Omnicom being a teaching culture. We believe every problem is a learning opportunity, every learning a gift to teach. Our teaching culture carries with it the responsibility to share what we learn. If we don't try new things, we don't learn. If we don't learn from failures, we will likely do so again. I want to encourage our people to experiment, try new ideas, while helping them overcome their natural fears: Fear of failure, fear of creating something different from the expected. This culture of experimentation and teaching depends on maintaining a focus on people, product and profits. Talent conquers all. That's why we work so hard to link the drive of an entrepreneur's mind with the passion and magic of a creative heart.

The art of global brand-building requires getting firsthand experience with people. Personal ideas exchanged with one person often beats all the data in the world. Research of one is better than none.

**AOM:** You were promoted to CEO of Omnicom APIMA by virtue of rich experience in global brand-building and business cooperation. You specialized in brand communication. What great changes have taken place in the industry? What strategic measures will Omnicom possibly adopt for the China market in the future?



互联网的高速发展和宽带的广泛使用，使中国成为一个非凡的学习平台，可供全世界的人来学习。宏盟的学教文化可以辅助人们进行这方面的学习。我们相信，每一个问题都是一次学习的机会，学而后能教，学教文化就是带着使命感去分享我们所学习的知识。如果不尝试新的东西，我们就无法学习。如果不能从失败中吸取教训，我们很可能会再次失败。我想鼓励宏盟人勇于实验，尝试新的想法，同时帮助他们克服天然的恐惧：对失败的担心，对创造出与众不同预期不一样的作品的担心。这种实验和学教文化取决于持续性的以人才、产品和利益为本。人才胜过一切，这就是为什么我们会致力于将企业家的内驱力和创意人的激情和魔力结合起来。

塑造全球性的品牌需要与人直接打交道，人与人之间的想法交流胜过世上所有的数据。调研一个人也比不调研要好得多。

**Tim:** The biggest change is how everything is connected. Just twenty years ago, sovereign economies weren't connected or nearly as interdependent as they are now. With the economic crisis of 2008, we all found our economies depended on one another. Isolation was no longer an option. We now realize we are not operating independently. Actions in one country will have broad effects on other countries.

I can't predict the future. But one of the strategies that clients are looking to achieve is to integrate marketing disciplines and collaborate better. Our collaboration-value-chain approach that builds on the "Service-Profit-Chain" is a set of principles designed to help us unleash our creativity in this more borderless world. The first principle is that the consumer is client, not the other way around. For example, a client says they want to tell the world how great their product is. I have to be prepared to tell the client, the consumer, the most relevant insight about the brand, even if we discover this is different from what the client wants to say. We are engaged by clients to help them achieve goals with their consumers. So, consumers are really the clients in the end and it is their needs which must be prioritized and appealed to.

The second principle is that we need to take care of the brand first. I don't mean do what the client says, per se. I said "brand first," because we co-own the brand with our clients. We get paid to help clients build brands. If I don't take care of the brand first, we don't have a business. We put the agency second, and take care of individual agendas third. These are not mutually exclusive. Talent development is fundamental for success, but this principle helps us make decisions in the face of the complexity of alternative ideas. These are some of the principles we are using to guide our strategy for China.

**AOM:** As CEO of Omnicom APIMA, like you said "work across 12 time zones in a day" What do you think is the greatest challenge in diverse markets with many complicated economic and medium environments?

**Tim:** The great challenge across diverse markets (even in a single country like China or India where there are so many languages and dialects) is balancing the understanding of difference in communication with

### 消费者才是真正的客户端

**AOM:** 凭借打造全球品牌及合作领域的丰富经验，您荣升宏盟集团 APIMA CEO。从涉足品牌传播开始到如今，您认为这个行业发生的最大变化是什么？宏盟集团未来可能会有哪些针对中国市场的战略新举措？

**Tim:** 最大的变化就是世界联系更为紧密。20年前，主权经济体之间还没有联系起来，或者，没有像现在这样相互依赖。随着2008年经济危机的到来，我们发现各经济体变得相互依赖。孤立不再可能，单打独斗的时代已经一去不复返了。现在的世界牵一发而动全身，某一国家的行动，将会对其他国家造成广泛的影响。

我不能预测未来，但是客户期望达到的一个策略就是整合各种营销方法，实现更好的合作。我们的“合作价值链”基于“服务利益链”之上，是一套旨在帮助我们在这样一个扁平的世界释放自己创意能力的原则。

第一条原则，消费者就是客户，而不是客户是消费者。比方说，某一客户想要告诉全世界他们的产品有多好，我得准备告诉客户消费者是怎么想的，他们对跟品牌最为相关的洞察是什么，即使这和客户想说的大相径庭，也在所不惜。我们受客户所托，帮助他们与目标消费者建立联系，达到一定的营销目的。所以，消费者才是真正的客户端，他们的需要才是我们必须首要考虑和付诸实践的。

第二个原则，我们需要优先照顾品牌。不是说，凡事都要按照客户所说的去做，而是“品牌优先”，因为我们和客户共同拥有品牌。客户付钱给我们帮他们建立品牌，如果我们不首先照顾好品牌，我们就砸了自己的饭碗。所以代理公司第二，其他事项第三。这些原则并不矛盾，虽说人才开发是成功的基石，但是这些原则可以帮我们在难以抉择且纷繁复杂的想法中做出决定。这些就是我们用来指导针对中国市场战略举措的原则。

### 在理解差异中寻找平衡

**AOM:** 作为宏盟集团 APIMA (亚太、印度、中东及非洲区) 的 CEO，就如您自己所说，在一天之内能够跨越 12 个时区的地区工作。在这几个经济、销售以及媒体环境比较复杂

learning how to connect and create ideas of scale. I think sustaining fresh communication is about creating a dialogue. Sometimes, observing the way people use a product will tell you how to better satisfy their needs. You have to be ready to start learning all over, fresh, in each market, and not assume understanding. I keep learning the way forward is to teach good listening skills.

The first thing to set up is a disciplined way of communicating to help assure a rich dialogue with your colleagues and consumers. The speed of idea transfer is very important today. Those who are first with a good idea set the stage for dialogue in a community of people who rely on each other for information. This is how to achieve a multiplier effect with an idea.

**AOM:** Omnicom is remarkable in global marketing service, digital media and media buying, meanwhile competitors are also expanding business. What positive measures will Omnicom take correspondingly? Compared with WPP, which is famous for its M&A, Omnicom keeps a low profile, attaching great importance to internal coordination rather than external expansion, what can we learn from Omnicom's unique corporate culture?

**Tim:** We are always looking to advance our capabilities and talents. We have a high level of restless dissatisfaction at Omnicom. We have a good track record in terms of delivering results for our clients' brands while achieving creative recognition. We don't think size is a very important factor. As you know, Omnicom's focus has always been about talent. We have had our share of acquisitions, and continue to look for partnerships in terms of what new talent and ideas can help our clients.

We believe we are in the business of creating value. There has to be freedom to express ideas, fearlessly challenge convention, and foster experimentation. If there is fear of trying new ideas, the system will be sluggish, or even freeze up. What we try to do is encourage an entrepreneurial spirit about mastering creativity and insight. Operating more independently makes an enemy of command and control. It requires individuals to take responsibility and deliver on their commitments.

Albert Einstein said: "We can't solve problems by using the same kind of thinking we used when we created them."

的地区开展有效的营销项目，最大的挑战在哪里？

**Tim:** 横跨多元市场（甚至在像中国和印度这样一些有着非常多语言和方言的单一国家）最大的挑战就是找到了解沟通中的差异与学习如何连接、创造具有规模效益的想法之间的平衡。保持及时的交流就要创建对话。有时候，观察消费者使用产品的方式，就能知道如何更好地去满足他们的需求。你必须准备好在每个市场重新学过，而不是不懂装懂。坚持学习，不断前进，以向人传授良好的倾听技巧。

面对这种挑战，首要是要建立一个受过训练的沟通方式以确保你和同事以及和消费者之间能够展开丰富的对话。今天，思想转换的速度很重要。最先拥有创意想法的人为那些信息彼此依赖的社区人群提供了对话的舞台。这就是如何利用一个创意去实现乘数效应最好的例证。

### 不图规模扩张，只求知识人才

**AOM:** Omnicom 集团在全世界市场营销服务、数字媒体和传媒购买等众多领域可圈可点，同时，竞争对手也在不断的拓展业务和市场。有鉴于此，请问宏盟集团将会采取哪些积极的应对措施？相比善用并购，迅速扩张的 WPP 集团，宏盟集团似乎要低调很多，这种不搞规模经济反而重视内部协调合作的方式彰显了何种企业文化理念？

**Tim:** 我们一直在寻求如何去提升我们的能力和人才。宏盟的高标准要求使我们不满足于现状。在客户的品牌建设方面，我们有着良好的业绩记录，同时我们也获得了创意认可。我们认为规模不是很重要。如你所知，宏盟的聚焦点一直是人才。我们已经有一定份额的收购，也会继续寻找那些能帮助我们的客户、拥有人才和创新想法的合作伙伴。

身在一个创造价值的行业之中，我们得自由的去表达思想、大胆的挑战传统以及勇于尝试。如果害怕尝试新的想法，公司系统就会变得很迟钝，直至慢慢冻结。我们努力要做的就是鼓励一种掌握创造力和洞察力的企业家精神。我们需要更加独立的运营，这样就能知己知彼，百战不殆，它要求个体能承担责任并兑现其承诺。

爱因斯坦说：“旧有思维方式产生的问题，不能用旧有思维方式去解决。”宏盟对打破常规的思维模式有独特的偏爱。



Omnicom's culture has a bias for unconventional thinking.

**AOM:** Whether in China or worldwide, Omnicom has maintained its leadership in digital marketing. It is reported that Omnicom plans to align with Google and decides to spend hundreds of millions of dollars on online display advertising. Is this one of Omnicom's marketing tactics in new media era? What innovative digital solutions will Omnicom provide for clients in the future?

**Tim:** We like collaborating. We want to be the best at it, so we can co-create ideas for clients and consumers (people) we have in common.

The way we are approaching digital is based on three beliefs. First, digital isn't a channel or a media. It's the air we breathe in communicating with each other. We want to focus less on the technology of digital, more on the personal insights of communication between people that assumes a post-digital conversion.

Second, post-digital thinking requires that we get comfortable with being uncomfortable in the constant face of change and the iterative conversations with people who influence each other.

The third belief is that the analog-to-digital conversion will make far more information and data available to us than mankind has ever seen before. There will be a greater need for objectivity and intuitive creative skills because the amount of data, which is already staggering, will terrorize innovation unless contextualized. Ideas come out of brains, not machines. For example, most people have moved away from digital wristwatches back to analog because they can see the context around the data. Digital will enable us to have more data and information, but more data means more need for contextual, intuitive, creative thinking. This kind of thinking depends on combining the fresh talents of young rebellious minds with the experienced wisdom of people who have a responsibility to teach what they learn.

The old mantra of "Think global, act local" becomes obsolete in this context. We need a tool that helps us step back from our fishbowl and see the world as a richly diverse collection of individuals. I call this tool "Think like the Sun." It helps me contextualize information, to step outside my fishbowl. And, like the Sun, this monitoring of perception is always on.

## 数字化是赖以呼吸的空气

**AOM:** 无论在中国还是全球范围内，宏盟集团长期以来在数字营销领域保持着领先优势，据悉宏盟集团将结盟谷歌，拟投数亿美元在线显示广告，这是否是宏盟集团在新媒体时代所采取的措施之一？在未来，宏盟集团营销团队将为客户提供哪些创新的数字解决方案？

**Tim:** 我们喜欢合作，我们也希望能在这方面做到最好，这样就能一起为我们共有的客户和消费者（受众）来做创意。

宏盟迎接数字化的方式基于三种理念。首先，数字化既不是传播渠道，也不是媒体形式，它是我们彼此在交流沟通的过程中赖以呼吸的空气。在一个后数字转换时代，我们应该少关注一些数字的技术，多关注一些消费者在交流过程中的个人见解。

第二，后数字化思维要求我们在面对不停的变化时、在与互相影响的受众做反复的交谈时，适时而变，随遇而安。

第三个理念是模拟数字的转换将提供给人类前所未有的更多的信息和数据。大量惊人的数据将需要更多客观性和直觉性的创意技巧，因为在实现情境化之前，数据将会威胁到创新的发展。创意来源于大脑，而非机器。举例来说，大部分人都已经“远离”数字手表而重新“回归”指针式电子表，因为可以看到数字周围的情境。数字化让我们拥有更多的数据和信息，但更多的数据意味着需要更多符合情境的、直觉的创造性思维。这种思维方式取决于具有叛逆思想的年轻人才与具备责任感并愿意将自己的经验智慧进行分享的过来人这两者的结合。

一个老生常谈的口头禅是“思想全球化，行动本土化”，关于这点，其实已经过时。我们需要一个工具帮我们退出自己的“狭窄鱼缸”（小巷思维），让我们放眼作为个人的集合的这个丰富多彩的世界。我称呼这个工具为“像太阳一样去思考”。它帮助我们提供符合情境的信息，跳出我们的小巷思维，像太阳一样，这种敏锐的洞察力是长盛不衰的。**AOM**

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