

# **"Advertising & Universal Compatibility: Does The Advertising Industry Have a Moral Conscience?"**

By Tim Love  
Oxford University  
SAID School  
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## **I. INTRODUCTION BY MBA STUDENT OF OXFORD'S SAID SCHOOL (Michael Wetherell)**

Mr. Love lived and worked in Brussels for 6 years in the 1990's. He says working in Europe was a mind-opening experience after the fall of the Berlin Wall when Central and Eastern Europe and the former Soviet Union opened up to western brands, advertising and new ideas.

Working with clients like Procter & Gamble, Duracell, UBS and others, his advertising agency role took him all over the world. He was involved in introducing toothpaste brands in Russia, Israel, Turkey and China. He introduced Pampers disposable diapers virtually everywhere and one of the biggest challenges was introducing a feminine hygiene brand called Always all over the planet.

Advertising took him in particular into the developing markets of China, Latin America, India and Africa. It took him to in-home visits and retail shops in Egypt, Saudi Arabia, Kenya, India and rural China, to better understand consumers.

More recently, Mr. Love's base of explorations was in Tokyo working on advertising with Nissan automobiles, globally. Carlos Ghosn, Nissan's CEO, spoke here last year in honor of the Nissan Institute's 25<sup>th</sup> anniversary at Oxford. Tim was pleased to work with Mr. Ghosn and his team at Nissan before he moved into a "corporate" role at Omnicom a little over a year ago.

His role at Omnicom is to help their clients and Omnicom companies be more globally sensitive, collaborative and effective. He is traveling about 50% of the time working in every region of the global economy.

Please Welcome Mr. Tim Love, Vice-Chairman of Omnicom.

## II. Global Perspective: "Man From Nowhere"

While creating advertising and marketing programs for brands like toothpaste, laundry powders, diapers and feminine pads may not sound exciting to you, it gave me an incredibly interesting window from which to observe and learn about consumers from different cultures.

When you are engaged in advertising something as highly sensitive as feminine protection, you cannot take culture lightly. Respecting it, understanding its differences from a historic, social and religious context makes a huge impact on success or failure of your advertising. Finding the truth in how to present the benefits of a product like feminine pads or "nappies" was an enlightening experience. I was so consumed by what I was learning, at that time, some of the women I worked with said I was in touch with my feminine side. I took that as a compliment.

Some people I work with know I am permanently jet-lagged. You really do get disoriented. Like the movie, the experience of global brand-building can leave you feeling a bit lost at times.



My trips are long, difficult and I must say utterly fascinating in terms of seeing the emerging new world. I've been called "The Man From Nowhere." My wife, Kate, would tend to agree-- The Man from Nowhere who seems to be Lost in Translation, all the time.

It is worth making note of what Carl Sagan said – "If we ever reach the point where we think we thoroughly understand who we are and where we come from, we will have failed."

Working globally can be very difficult. While in Japan I learned a tip that helps me with the challenges of global advertising. It's the Samurai Motto: *"Difficulty is here, I give thanks."*

### **III. ADVERTISING & UNIVERSAL COMPATIBILITY**

With this in mind, I would like to talk tonight about-- Advertising and Universal Compatibility.

I have found some things that might help you and my industry embrace the creative future that is unfolding. It is an exciting future, dynamic with change, sometimes daunting. My intention is to help you as future leaders in business and society see advertising and marketing communications as an important influence that can help make the world a better place.

Advertising always has been a catalyst for social and economic change. And, the advertising industry has always been closely linked to developments in communications technologies. I would like us to consider whether the concept of universal compatibility in technological terms, might also be realized in economic and sociological dimensions, too.

## An Opening Critique

Before I leap into this topic, I want to acknowledge it has already received criticism.

I asked an English journalist and Friend, David Kilburn, to review the subject in an earlier draft. David lives in Japan and Korea where he is Asia Editor for "The Internationalist" magazine and contributing journalist for Campaign Magazine. Recently he has been engaged in battling the Korean government to preserve Seoul's last heritage district of old homes, known as Kahoidong.

Here are Mr. Kilburn's remarks:

Quote:

"I don't know your audience, but you might acknowledge that you represent a disreputable profession – not as criminal as second hand cars, or double glazing, but still a profession that has persuaded children to grow obese on junk foods and their parents to betroth with blood diamonds, and later to invest in insurance and pension arrangements guaranteed to leave them high and dry. All quite legally."

Mr. Kilburn went on to add this challenge . . .

"It is clear you – the industry – Omnicom – are abreast with technological, social and lifestyle changes. But one question seems answered less successfully: Does the advertising industry have a moral conscience? You are talking at Oxford, not the CBI (Confederation of British Industries)."

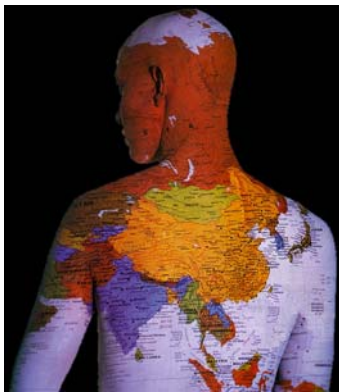
Well, thank you for that. Let's see if I can address David's challenge.

Universal compatibility refers to apertures that run natively on Intel-based and PowerPC-based computers. It is further defined as "compatibility between disparate services in a

**communications or information processing network used by a plurality of participants.” Universal compatibility in software terms is becoming more prevalent in everyday use.**

**The advertising industry has historically attracted much commentary and criticism. Its critics question its value, focusing on its seemingly pervasive intrusion into the general consciousness of everyday public perception. It’s critics remind us that an average person is bombarded by over 3,000, mind-numbing advertising messages of one kind or another, every day.**

**Yet, it’s also reasonably well-acknowledged that advertising has been at the fulcrum point of economic development and a mirror of societal change. It has been called an “engine for economic progress” but also a stultifying drain on intellectual acuity. Worse perhaps, advertising can be perceived as a Machiavellian tool with abuses ranging from false claims, gimmicks, shoddy political campaigns, or simply an invasion of privacy.**



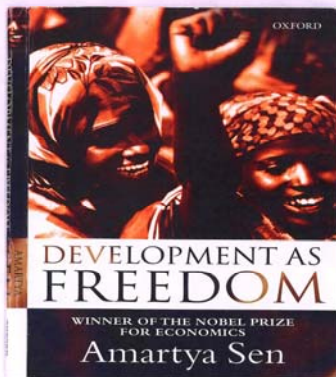
**It is against this background that I wish to provide a point of view on the role of advertising for your consideration. That the dramatic changes that are occurring in the field of advertising today are releasing significant social, political and economic constraints, as never before in human history.**

**The changes represented by this new age are every bit as important as the Renaissance, the Industrial Revolution, the Reformation or the age of Post World War II Globalization which it has replaced. This is not the evolution of change in communications; rather it is a revolution of change.**

The collision of electronic technologies that Marshall McLuhan predicted, in the late 1960's, would springboard us into the "Future Shock" we would seem to have today – has raised many an Orwellan question. Any time human beings experience rapid change, like this, a sense of fear or discomfort runs high. In some cases a psychological grieving occurs for one's past identity, as a feeling of being overwhelmed with change, takes place.

In this highly charged communications environment, advertising attracts an even brighter spotlight of scrutiny. It gets judged for its economic value, as a manifestation of freedom of speech and for its questionable contribution to artistic expression.

If advertising is linked to economic development, like the engine metaphor it has been called, then how might it play a role, if any, in eliminating the "unfreedoms" that leaves people with little choice and little opportunity for their status in life? This is to paraphrase the question in the context of Nobel Prize-winning economist Amartya Sen's, "Development As Freedom".



Is advertising a wasteful by-product of run-away economic elitism? Or is it a valuable tool to help move us towards "The End of Poverty". Which, has been suggested can be possible in the next 25 years, within the lifetime of most of you here tonight.

Specifically, how must advertising change in order to better address "The End of Poverty" plan articulated by Jeffrey Sachs former Director of The United Nations Millennium

**Project. And how can advertising help deliver on the range of consumer needs which CK Prahalad refers, in his important work “The Kingdom at the Bottom of the Pyramid?”**

**Sen’s book outlined the need for integrated analysis of economic, social and political activities involving a variety of institutions. I believe it is appropriate to consider advertising as one of these institutions.**

**Consider whether advancements in communications technologies have become “the extensions of man” that McLuhan proposed. Are we not seeing these technologies release greater individual freedom of information? This new generation of individual freedom and universal compatibility of information technologies release greater comparisons between the social and economic dimensions of individual interactions with ideas and values.**

**Advertising is one of the freedoms Sen refers to as being necessary “to promote freedoms of other kinds.” Therefore, advertising, and those that advertise, should have a responsibility in creating freedom from hunger and poverty, in exposing violations of political freedoms, in encouraging the freedom of gender equality and to help off-set a deteriorating environment.**

**The universal compatibility we are seeing develop in information processing is allowing different cultures to engage without losing their identity. And, this will, in turn, lead to an improving economic and social kind of universal compatibility.**

#### **IV. Child of the Media**

**You can probably tell I have had an unusual interest in advertising and media. I was born into it.**

**My Dad was a TV and Radio repairman with his own business, working out of our home.**



**That's my sister, there in 1952, next to Dad's sign in our front yard of our house in Ohio where I grew up. My Dad had TV's and radios all over the house, in every room. Something was always on, while he was working all day long. I was a "child of the media", before I knew it, before this became a popular term.**

**I grew up with the excitement of new media and new ideas, the creativity of expression, observable in the news, advertising and entertainment. I came to believe that an idea is not an idea, unless it changes the way you see the world.**

**For me, advertising wasn't just a career. I saw it as a way -- To help make the world a better place. It's fitting, that my first assignment in this business was a public service campaign for the Peace Corps. The idea for Peace Corps was: "Don't crawl under a rock, get into Action."**



Believe me, it was impossible to “crawl under a rock” growing up with TV’s and radios in virtually every room of our little house.



That’s a picture of my father working in the “new communications technologies” I grew up with. We had every kind of new media technology for TV and radio before anyone else in town. My favorite one, before color TV and the Walkman, was—“Space Command.” Great name for the first remote control TV device. It even sounds “far out” – SPACE ... Command. It literally changed the way I saw the world.

Later, as a college art student, I became more involved in studying advertising and communications. I entered a national competition with an anti-drug ad I created and this earned an invitation to go on, to study for a Masters in Communications.

### McLUHAN’S MESSAGE GALAXY

My Masters’ studies were focused on the effects communications technologies have on society. I read and absorbed most of Marshall McLuhan’s writings.

McLuhan studied how changes in media throughout history have an effect on people, economies, politics and society.

He suggested, by understanding the effects of media technology, we can better understand people and how to communicate with them. McLuhan’s concepts like “the medium is the message” and his forecast of a “global village” intrigued me. He predicted that, right about now, there would be massive social and economic change, due to what he forecast from the “collision of the electronic media” of TV, radio, telephone and the computer.

Here's the way some people thought "the future" might look today, with the influx of new communications technologies affecting the world.

*(Show video: 1984)*

1984. It is hard to believe that vision of the future is already 23 years old, now. Incidentally, that advertising actually only officially aired once. It had such a revolutionary impact that it was played over and over again, for free, in the news media.

There is no denying the effect new technologies have had on us and our industry. Fortunately, it hasn't been quite as Orwell predicted.

## **V. LOOKING TO THE FUTURE OF COMMUNICATIONS**

So how is the emerging landscape for marketing and advertising, looking? What does the future hold?

It is sometimes hard to see the changes new communications technologies are having on us. It can be hard to see the effects, when you are fixed in one geographic location.

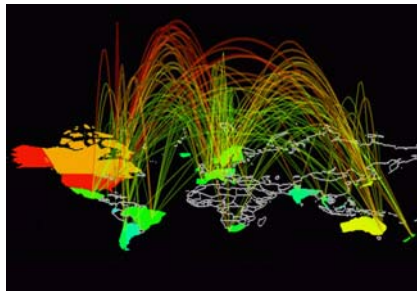


On the issue of who discovered the water, we know for certain it wasn't the fish.

As we all know, the media world we are looking at today is much, much more than Television and Radio. It is also, much more than where we are sitting. Our fishbowl has changed, and yet, it can be hard to see if you are staying static in one location, physically or mentally.



The media is now truly globally dispersed. The village McLuhan predicted is here. And, these developments in new communications technologies are supercharging perception



We have seen how control of information is more individualized, more individually controlled than ever before. We can store it, replay it, revise and redirect it and, we can opt out of it, too! It's not static. It's more mobile and so are we.



It is creating a new intercultural global society.

This is a world of business where Borders and Nations are less relevant... rendered less dominant by open trade, consolidation of industries and, the ubiquity of media, increasingly, directly connecting us into a global community. Importantly, of the world's 100 largest economic entities today, 51 are now corporations and 49 are countries.

This means that more people are being touched, by corporations and brands than any single nation's government.

Yet, there are huge gaps in cultural understanding. These gaps in understanding are the tensions that can cause some problems. I observe the gaps in understanding from my area of expertise. That is, observing and understanding how ideas effect people's perceptions, beliefs and ultimately, their behavior. That's in large part, what we do in advertising.

## V. THREE CONSIDERATIONS FOR THE FUTURE OF BRAND-BUILDING

There are THREE IDEAS, I've learned regarding advertising which can help us have an enlightened view of the emerging technology, consumers and choices available.

### NEW TECHNOLOGIES ARE CREATING A GLOBAL ECONOMY OF INCLUSION

First, New media technologies are creating a global economy of inclusion, not exclusion.

These communications technologies have changed the environment brands, or any other organizing concept functions. Actions, ideas and behaviors can no longer remain isolated from being perceived.

Excuse me a second, before I go on, to the next point...

*(Pause and Obviously Light Cigar)*

Does my cigar smoke bother anyone? ( put it out in glass of water).

That's the point. You see, we've come to understand the concept of second-hand smoke. But this has evolved in this interconnected media world to the concept of...

## “SECOND-HAND CULTURE”

Twenty years ago, we would have been here with more than half of the room smoking away. We'd be on a plane with people next to us or ourselves smoking and we just didn't think anything about it. If this happened on a plane today, the person would be tossed out in mid-air. The issue of second-hand smoke became an undeniable truth.

This is a new world for content creators and communications specialists of all media. Our conversations and messaging are accessible in a far more transparent world. Like the concept of second-hand smoke, we need to become more sensitive with our communications. There is no global consumer, only you and me and 6.5-billion other individuals. Just like my cigar smoke, communications can go where we don't intend it to go, get seen and heard by people it is not intended for and, sometimes, like smoke, our messages can leave a bad smell.

Let's look at an idea the TBWA agency did about second-hand communication.

*(Show video: Amora Ketchup)*

## **AN UNDENIABLE TRUTH**

One of the key issues is the relatively unobjective frame of reference that exists in some areas of the world, like in the United States:

- **Only 20% of Americans have a passport**
- **86% traveled to Mexico & Canada**

US Bureau of Transportation Services

According to the Bureau of Transportation Services, only approximately 20% of Americans have a passport and 86% have been to Canada and Mexico.

Thomas Friedman says this world is “flat.” While I understand that this may be what is happening with global technology, I am afraid “flat” still looks like this to some of my friends and colleagues in the U.S.



By the way, the world looks pretty round to me, not flat. I'll come back to that in a minute or so.

It really is very interesting, to study the effects of media throughout history. Changes in media technology have had profound effects on societies and economies. It can be unsettling, the changes these technologies bring. Some people embrace change and others try to control it or resist.

**Sir Thomas Moore wrote about this in 1516 in his book Utopia. It was written against the backdrop of a historic collision of information technologies at that time.**



**These were the development of the canal system across Europe, the invention of the Gutenberg printing press and the development of two technologies that transformed the speed of information transfer. That was the development of the stern rudder in the 16<sup>th</sup> Century for sailing vessels along with the shift in sailing technology from 3 masts and 3 sails, to 4 masts and 8 sails.**

**What this collision of technologies did, was to make the world a smaller place. It led to an advancement of learning, better known as "The Renaissance", the "Voyages of Discovery" that opened up consciousness to other places and cultures and, then, the "Reformation" which occurred in the early part of the 16<sup>th</sup> Century.**

**The canals of commerce opened up villages and towns to a flow of new ideas, beliefs, foods, styles, stories and culture**



from other towns and places. It was a kind of internet in a way, back then. And, the increase in speed of information transference due to books, newspapers, leaflets and "high speed" sailing travel, dramatically changed control and authority over ideas.

Some people back in 1516 got nervous about the new ideas and wanted to retrench to resist modernization. Groups formed, like the French Huguenots and others, who wanted more control. They sought perfectionism and they set up controlled communities. This eventually evolved into the Shaker societies that developed in the new world.

Interesting concept, some of these "controlled" communities were. Several attempted to regulate their way of life, their views and even advocated celibacy in order to control the community. It was a manifestation of human nature's reaction to a rapidly changing world of new information and ideas.

Isolate or integrate? This is not new. As our emerging global society strains to adjust to the economic and social possibilities of new communications technologies, we see some of these same tendencies today. Some people question whether these technologies are good or bad for us? Let's listen to the debate:

*(Show videos: AOL "Bad/Good" )*

Martin Luther King had a very interesting perspective related to the changing business and social landscape, created with the explosion of communications technologies of TV and radio in the 1960's,

He said: "There is nothing more dangerous than to build a society with a large segment of people in that society who feel that they have no stake in it, who feel that they have nothing to lose. People who have a stake in their society



protect that society, but when they don't have it, they unconsciously want to destroy it."

The emerging media technologies are indeed creating a global economy and a new society that is more inclusive. This will increasingly affect how we communicate and the way economies and businesses address the needs and desires of the broader marketplace of consumers.

Differences in economic development are a key cause of the gap that stimulates cultural backlash. One thing most people in my business know for sure, is that the best way to find out that a product is not living up to expectations is to advertise the product. People draw conclusions based on their experience with the brands or products. With the increase in compatibility of information processes, people can let you know more instantaneously when they don't like your product. And, they can punish your brand if it doesn't live up to its promises.

In his book, *"Globalization and Its Discontents"*, Joseph Stiglitz, former Chairman of the Council of Economic Advisors, also former chief economist of the World Bank, discusses the gap in economies between cultures, particularly the developed and the developing markets. He refers to the gap in relevance being generated by the three main institutions that govern economic development; the International Monetary Fund (IMF), the World Trade Organization (WTO) and the World Bank.

We now know developing markets, especially some middle-eastern and African markets, perceive international economic policies as being predominantly policies of the more affluent developed markets. Stiglitz, who was involved in setting these policies, believes there is a gap in understanding their effect.

Stiglitz refers to the situation in a very interesting way..... (when you think of America's own history) he calls it — "taxation without representation".

He says, "this has all too often been to benefit the few at the expense of the many, the well-off at the expense of the poor. In many cases commercial interests and values have superseded concern for the environment, democracy, human rights and social justice."

Most multinational corporations have now learned this and we are seeing some very positive strategic changes being made to address the broader definition of consumer needs.



It is also interesting to consider the parallel effects of the new information environment and the aforementioned collision of ideas from Sir Thomas Moore's time, with a look at current tensions. Reza Aslan, an acclaimed scholar and author on religions explains that certain parallels between the Christian and Islamic Reformation seem strained. Nonetheless, in his book "No god but God", Aslan suggests that "similarities should not be dismissed. They should not be dismissed because they reflect universal conflicts in all religious traditions. Chief among these is the conflict over who has authority to define faith: the individual, or the institution."

With the acceleration in speed and penetration of information processing, it is no wonder conflicts in learning

authority and control over message content will cause significant reactions.

It is a more transparent global environment that we live in, one where the subject of universal compatibility of systems integration will increasingly be encountered and considered in a broader sociological and political context.



Seeing our way into this future will be our generational challenge. It will require a new frame-of-reference from the past definition of borders and nations.

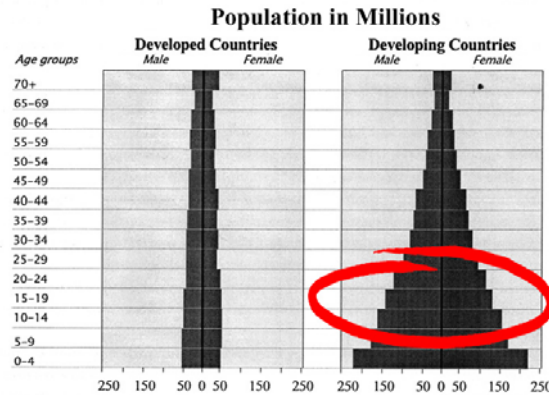
I believe extreme nationalism and religious extremism cataracts our eyes and clouds our vision. A perspective of greater sharing, consistent with the concept of universal compatibility, will be needed.

### **THE NEW GENERATION RULES**

The Second Idea is that: The developing markets are predominantly a youth culture, where word-of-mouth, the most persuasive media ever, is being fueled by new technologies.

There is a huge emerging youth culture, globally. This new generation embraces the exciting new world of advertising. They are quite happy to create advertising content themselves. They have seen how challenging and interesting this is. They are used to diversity and they like it. To them, a lack of diversity is just not as interesting or fun. More importantly, it isn't as relevant.

This new generation understands how the world looks. They get the numbers and scale difference between the developed and the developing markets of the world.



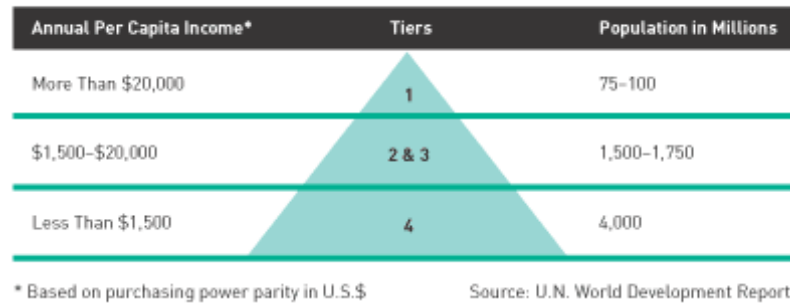
This chart shows the gap between the "developed" and the "developing" world. It is a side-by-side comparison of population distribution by age. The developed world are the usual ten markets of the US, Japan, Germany, France, Scanda, UK, Spain, Italy, Australia/New Zealand and Canada where there are approximately 1 billion people. The "developing" world is where the bulk of the planet's population exists (5.5 billion people) these are forming brand perceptions and they are acquiring more leverage economically and with their opinions.

In the developed world, the mean age is about 36 years old, whereas in the developing markets the mean age is about 24. This is a gigantic difference. One only needs to recall the mean age in the US and UK in the 1960's, when I was growing up, was 24. We can look at the future through the rear-view mirror and see how this dominant youthful population affected styles, music, political beliefs, behaviors and just about everything. From Woodstock to the Beatles to "Flower Power", style, food and fashions, political influence, you name it; this 1960's generation changed the world. One can see the influence of the new youth dominance when you spend time in the environment of the developing world, listening and observing.

There are some alarming imbalances between these environments, which present enormous economic and social opportunity. This has been very well documented by many,

including, the aforementioned work by Prahalad which focused on the huge differences that exist in the world economic pyramid.

Exhibit 1: The World Economic Pyramid



In this analysis, the bottom tier, where 4-billion people exist, the income gap is growing. In 1960 the top tier of population had 70% of the world's total wealth. By 2002, the gap had widened as this small tier of people had 85% of the world's wealth. This extreme inequity of wealth development reinforces the view that the poor cannot participate in the global economy. They are being invited to participate in the information proliferation but they do not have the economic means to access. Micro-financing is one answer, but it is also an important responsibility of advertising and those who advertise to engage this important market opportunity.

Stepping back, out of our fishbowl, what does the global village really look like?

The interconnected, emerging technologies has brought the world closer together. In fact, if the global village were a community of 100 people, this is how it might look.

# 100 People in the World

If the earth's population were a community of one hundred people:

60	from Asia
21	from China
17	from India
14	from Africa
12	from Europe
5	from the U.S.
22	who speak a Chinese dialect
9	who speak English
8	who speak Hindi
67	non-Christians
33	Christians
20	Muslims
6	Buddhists
67	unable to read

2004 Business For Diplomatic Action  
World Citizens Guide

**Isn't it interesting that the composition of the global village is about 60% Asians, 12% Europeans and only 5% Americans.**

**In the village, Mandarin is the predominant language, over English and 6 people possess about 60% of all the village's wealth—all from the US.**

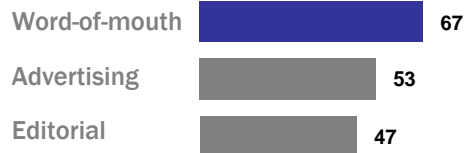
**What is of real concern for those of us in the advertising and communications business is the poor rate of literacy development--67% of the village cannot read. Of all the worlds illiterate adults 2/3's are women. So, this global village is much different than what it might look like walking into this auditorium in Oxford tonight.**

**The convergence and proliferation of new technologies are having an altering effect on all tiers of economies and how they are connected. What we are looking at is a very different world emerging for consumers and choice.**

**One of the biggest marketing trends is the growth in importance for Word-of-Mouth.**

## One of This Era's Key Marketing Trends

1977: Word-of-mouth valued somewhat more



2003: Word-of-mouth far more



From the standpoint of advertising, the most persuasive and powerful medium ever is "Word-of-Mouth." Personal testimony.

It has always been the way people check ideas, through other people's first-hand experience. People trust someone else's experience and witness, especially a friend or family-member's, far more than someone they don't know, telling or selling them on an idea.

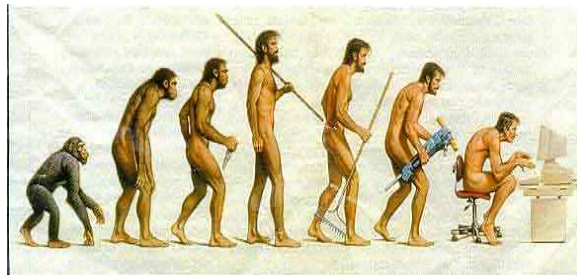
Today, word-of-mouth is carried by a much faster and more pervasive means. It is mobile and wireless technologies converging.

More than ever before in human history, an idea, is more transmittable, more broadly perceivable, more able to be compared with other opinion/word-of-mouth, or imitated. The Mobile phone is a word- of-mouth-medium. Internet isn't a web, it is a word of mouth catalyst for all media. And, the first media today is people.

**This is changing the advertising industry. Yahoo and Omnicom's media company, OMD, recently joined forces to better understand the emerging global youth culture and to better anticipate the changes that are happening.**

**In Yahoo/OMD's recent study of 13-24 year olds in 11 countries, use of interactive and wireless technologies has created a global generation highly accustomed to personalizing their experiences with interactive media. This "My Media Generation" is driven by a desire to customize their media. It is giving rise to very different attitudes and responses toward advertising and messages.**

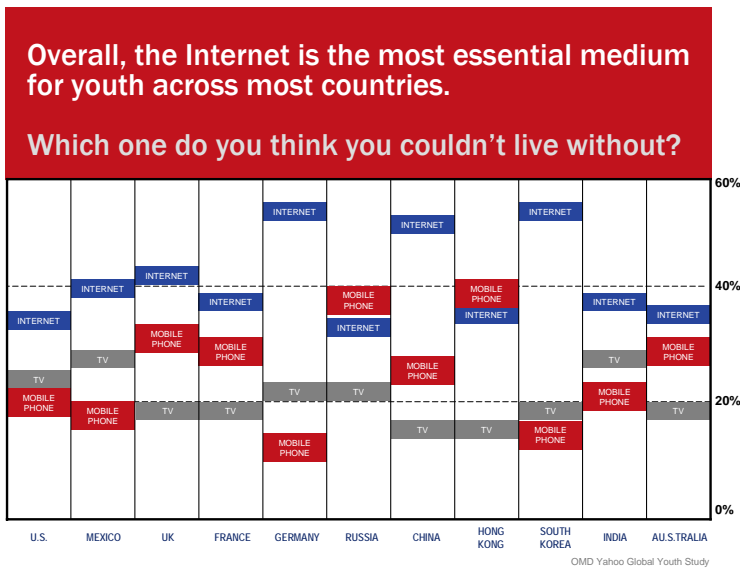
**So while expanding the range of interpersonal contacts, the new technologies are fundamentally changing the nature and ability of our interpersonal communications. As we go forward we may be changed by our new methods of social interaction.**



**Here's the conclusion Yahoo and OMD made:**

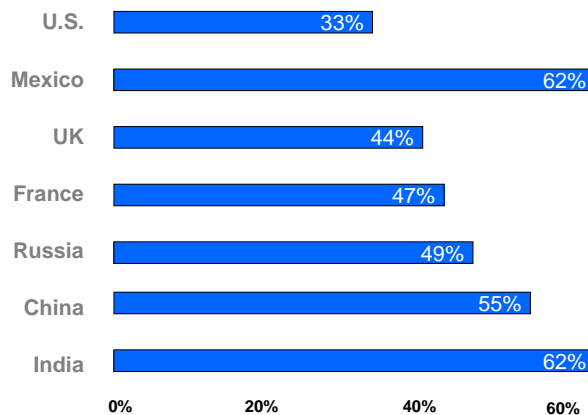
**"The global My Media Generation, the first to grow up with an array of interactive and wireless technology at its fingertips, has seized these tools to cope with the pressure of youth and fulfill the basic needs for community, self-expression and personalization."**





This research showed that the internet is an essential medium for youth across most countries. We need to embrace the convergence of apertures that individuals have in their hands. Looking at it this way, will help the advertising industry make the leap from the science of media technology, to the art of more sensitive creative communication and accountability our clients and society at large are seeking.

Percentage agree they have friends in different cities or countries because of the Internet



OMD Yahoo Global Youth Study

This chart shows the percentage of youth in the study who communicate with friends in different cities and countries because of the internet. The world's youth are more likely to communicate with diverse cultures in chat rooms, blogs, etc. than prior generations.

Note the figures for America lag other geographies. This is due to proximity I am sure, as it does not reflect access to computers. Rather, it may have more to say about the amount of access to other cultures' perspectives in the media in the US.

The new dimensions of these new communications technologies can have some pretty sobering consequences on the concept of freedom that Sen talked about in his work on development. Here's an example of the consequence on privacy when one chooses to post their personal information on the internet.

*(Show video: Teen Internet – Merkle Partners)*

All this means, there has been a shift from The Knowledge Economy of the first 25 years of the internet, to The Attention Economy. Getting attention will be more challenging than ever.

Advertising is no longer a manufacturing plant or process for producing press ads or TV commercials. My industry must be more about seeking insight and understanding, indeed universal compatibility among ideas and people.

### **THINK LIKE THE SUN**

The third idea is that we need a New Frame of Reference for Brand-Building. The secret to enhanced understanding of individual consumer needs is the frame-of-reference one adopts to inform your strategic choices.

## What We've Been Doing



Think Global – Act Local  
Act Global – Think Local



Helped get us to see the importance of **looking outside** our own borders

However, it's a **geographic** concept, does not provide an ideal perspective for brand-building globally today

“Think Global/Act Local was a stage in the evolution of the marketing process. It helped global marketers address newly opened trade borders created by the expansion of communications technologies and the socio-political and economic differences in markets like Russia, the Middle East, India and China.

However, this frame-of-reference has become obsolete. It assumes marketing communication borders that no longer exist. I have found it to be less helpful strategically today than when I started out on the road to global brand-building in the late 1970's, before the internet, before mobile.



I recommend a frame-of-reference I call “Think Like the Sun.”

**I believe the first truly global brand experience was Y2K. The world changed at the commencement of the new millennium with Y2K. This event marked the end of globalization as we knew it and set the stage for a new age of marketing communications.**

**Remember? There was great anticipation and concern prior to Y2K, which touched more consumers on the planet, than any prior event in the history of mankind. People didn't just hear about Y2K, or see reports of it on the news, they experienced the new year themselves.**

**As Y2K dawned with the Sun on an island east of New Zealand, advanced communications technologies transmitted the experience to the world's consumers--live. And, they in turn had their own personal experience, in their own location, to perceive the reality of Y2K, themselves. Reality TV of a new kind.**

**A great sense of awe grew across the planet, with each new celebration. As daylight evolved, it became a day unlike many consumers had experienced before. The next hyper-global "perception" experiences were, unfortunately, "911" and tragedies since, like the Tsunami in Southeast Asia or Hurricane Katrina. A key difference was more people experienced Y2K, first hand, beyond observing it in the media.**

**Now we know, the Sun actually does not rise and set. It is we here on earth that revolve. In this increasingly smaller, interconnected communications marketplace, consumer perceptions are more borderless. The result is a word-of-mouth community. To anticipate the needs of a world of consumers who are more in touch with each other, "Think Like The Sun" offers a more objective frame-of-reference for building brands.**

**Why think like the Sun? Again, because of the effect media is having on brands globally, because it requires us to focus on brands, markets and act as global citizens and because multiculturalism is where, I believe, brand-building is headed. It is a DIFFERENT way to THINK, than the advertising and marketing model of the past 10 years.**

**AN EXAMPLE of “THINK LIKE THE SUN”**

**I found an interesting example of Think Like The Sun. It is the recent launch of the international version of Al Jazeera. What is very interesting is the way Al Jazeera is covering the news globally.**

**I sat for three hours trying to work out what this looks like. Trying to figure out, how they report on the world's events. Here is what it looks like:**

Thinking Like the Sun Al Jazeera International Planned Broadcast Schedule						
	Kuala Lumpur +12 hours		Doha +7 hours		London +5 hours	Washington, DC --
9am 10am 11am 12noon		4am 5am 6am 7am		2am 3am 4am 5am		9pm 10pm 11pm 12midnight
1pm 2pm 3pm 4pm 5pm 6pm 7pm 8pm 9pm 10pm		8am 9am 10am 11am 12noon 1pm 2pm 3pm 4pm 5pm		6am 7am 8am 9am 10am 11am 12noon 1pm 2pm 3pm		1am 2am 3am 4am 5am 6am 7am 8am 9am 10am
11pm 12 midnight 1am 2am 3am 4am		6pm 7pm 8pm 9pm 10pm 11pm		4pm 5pm 6pm 7pm 8pm 9pm		11am 12noon 1pm 2pm 3pm 4pm
5am 6am 7am 8am		12midnight 1am 2am 3am		10pm 11pm 12midnight 1am		5pm 6pm 7pm 8pm

**They start their broadcast day in Kuala Lumpur at 9am, for 4 hours, then shift broadcasting to Doha, for 11 hours, then to London, for 5 hours and finally end the last 4 hours of the broadcast day, out of Washington DC. So, 24 hours of continuous news coverage. Got it?**

**They are Thinking Like The Sun. They plan to broadcast the news as it unfolds with the day, with the sun, from east to west.**

**I am not sure that this will be picked up by a broad-based carrier in the US, but it, nonetheless, represents an interesting way to report the news. CNN doesn't do news this way. Fox doesn't. BBC doesn't either. An entirely fresh frame-of-reference. It will be interesting to see how it plays out.**

## **VII. INDICATED ACTIONS FOR MARKETERS**

**There are three indicated actions I recommend.**

**First, adopt a frame of reference, broader than your own**

### **Indicated Actions**

- 1** **Adopt a new frame of reference**
  - Be "change-ready"
  - Think Like The Sun
  - Take notice of secondhand culture

**We need to be more "change-ready" in this global business environment. We need to get comfortable with being uncomfortable. This will help us be more innovative and to seize opportunities.**

**Try "Think Like The Sun." Try using it to inform your business strategy. It can provide insight into your customers, consumers and your competition. It can change how you structure your business and how you can collaborate to get your message attention in the global village.**

It is a frame-of-reference that allows you to take notice of the possibility of "second-hand culture." Be aware, there has been an evolution in transparency for your product, your company and for you, individually.

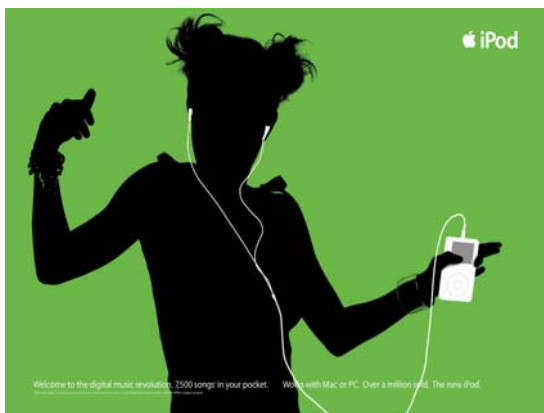
The second recommendation is, consider how ...

## Indicated Actions

- 1 Adopt a new frame of reference
  - Be "change-ready"
  - Think Like The Sun
  - Take notice of secondhand culture

- 2 Symbols, sounds and visuals will have more value in communicating ideas

the rapid explosion of communications technologies has rendered the creation of symbols, sounds and visual ideas to be more valuable, than ever before. That means advertising might be more valuable, too. Here's a couple of good examples:



And recommendation #3--

## Indicated Actions

### 1 Adopt a new frame of reference

- Be “change-ready”
- Think Like The Sun
- Take notice of secondhand culture

### 2 Symbols, sounds and visuals will have more value in communicating ideas

### 3 Partnership and collaboration

let your strategy be informed, that winning will increasingly depend on partnering and collaboration. It means harnessing the power of multinational client capabilities locally with global best practices to generate wealth at each tier of the economic pyramid. Partnering with the communication technologies that are emerging. Collaboration, among marketing disciplines, talents and locations to bring objectivity, diversity of understanding and insight about your consumers and potential new ones. Let your strategy address universal compatibility with a broader representation of individuals engaged.

I just love the perspective that was behind this advertising idea from the 1970's. It declared Earth a national park.



This certainly has become more relevant to us in 2007. I see the debate over global warming giving way to individual



actions of leadership from more communities, institutions and multinational corporations, too.



## **VIII. CHALLENGES FOR OMNICOM AND THE ADVERTISING INDUSTRY**

I will close by looking at some of the challenges I see for my industry.

Our clients are asking us to create ways to make advertising and marketing simpler and more accountable for them in a more complex global marketing environment.

This can sometimes be frustrating, given the complexity of media apertures, a marketer's own siloed business structures, hierarchies and the diversity of cultures that ideas must connect with.

I have found a marketing principle that that helps turn this complexity into a bit more manageable simplicity. This principle can help "make marketing simpler".



Treat the "consumer as our client," not the other way around. We must develop the best talent to understand the consumers that are emerging in the new world being created by universal compatibility in information systems. Focus on the consumer and talent. It's simple.

Omnicom's business development has been the antithesis of a centralized global system. While we are the largest advertising and marketing services company, we are a distributed system of over 150 companies and a network of 60,000 people who are able to make connections. This kind of decentralized talent system fuels greater innovation (this is why Omnicom companies have constantly lead the industry in creativity and awards recognition). We call our more independent strategic approach a "Collaboration Profit-Chain" for our clients. It leaves people feeling more empowered and our multinational clients help our distributed system of company's network themselves. Here are a few examples of our work:

*(Show Reel)*

## CONCLUSION

In closing, Mr. Kilburn asks a difficult question – "Does the advertising industry have a moral conscience?"

For sure, the advertising industry is being challenged to see the opportunity for greater integration of strategy and ideas combined with deeper understanding of multiculturalism. The citizens of the world are seeking this from institutions that effect development and their freedoms. As universal compatibility is advancing with information processing networks, we will see releases in freedoms that will promote freedoms of other kinds.

I believe advertising will play an essential role in this process.

Advertising exists as an essential influence on the world's economy. It is about having choices. Albert Einstein said "the most important choice one can make is whether to believe the universe is friendly." Existentialism is characterized as a protest against policies and actions in which individual human beings are regarded as dependent

on natural processes. The fundamental idea is that individuals are free to make choices within time, and, that time is short. We are increasingly free to make choices, but the thought of how much depends on our decision, makes our freedom of choice a source of anguish. There is a fine line between freedom of choice and not having any choice at all.

There is one more thing I would like to show our future leaders from the SAID School here at Oxford. It inspires me in what I do.

*(Video: Think Different)*

Think Different. Keep thinking different.

There has never been a better time to be in the communications business. This industry has tremendous potential for growth, as long as we remain ever-vigilant to change with rapidly evolving communication technologies.

In the stream of information technology which is converging, all things flow into and out from individuals. A current of misunderstanding cuts through it. Only dead fish swim with the stream.

Increasing universal compatibility can help make this stream and the world a better, safer place.

All we need is some good advertising.

Thank you.