



McCANNWorldgroup
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“Business, more than any other occupation is a continual dealing with the future; it is a continual calculation, and instinctive exercise in foresight.”

- Henry Luce, founder, TimeInc.

Congratulations McCann Worldgroup on 10 years of vision and success, from all your friends at **TimeInc.**



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McCANN WORLD

A decade ago, a venerable agency decided to remake itself to meet the changing needs of its clients; today,

The year was 1997. The Internet was in its infancy, the aging of baby boomers was beginning to accelerate and a new wave of major marketers was starting to do more than just pay lip service to a global outlook. The advertising buzzphrase was “integrated marketing,” but for many it was more concept than reality.

As the new millennium approached, industry leaders recognized that evolving market trends and forces required new ways of doing business—but few had a clear idea of where the industry was headed. Among those few was McCann Erickson Worldwide. After 95 years in business, the agency decided to reinvent itself, staking its future on a new model of integration.

It was no small undertaking. At the time, McCann ranked as the largest advertising agency network globally. It had operations in more than 110 countries, including majority or wholly owned agencies in 65 countries, and handled more global accounts than any other ad agency. But communicating with consumers was beginning to involve many more touch points than simply advertising, and it was clear that change was inevitable.

“What became obvious to me is that in order to create demand for clients’ brands and services, you needed multiple connections with the consumer and the brand,” says McCann Worldgroup CEO John Dooner. “Worldgroup was founded to meet the evolving needs of our clients by providing seamless delivery of a broad range of marketing solutions. The goal was to create a world-class marketing communications organization by forming an umbrella management company for McCann Erickson Worldwide Advertising and a portfolio of marketing communications companies, each having equal status. Separately and as an entity, they would aim to become “category of one” organizations, which Mr. Dooner defines today as being a leader in every sense of the word, standing apart, alone, above and ahead of the competition. The organization would offer all the services that clients identified as strategically essential to their growth.

These services were organized into seven disciplines, which today are the world’s largest advertising agency network (McCann Erickson); media planning and buying (Universal McCann); digital consumer management (MRM Worldwide); events, promotion, sponsorship (Momentum); healthcare communications (McCann Healthcare Worldwide); public relations (Weber Shandwick); and brand consulting and design (FutureBrand). While each is an independent company that can be hired solely for its specific expertise, many clients work with a “demand team,” which seamlessly delivers the right mix of Worldgroup’s multidisciplinary offerings.

Thus, in 1997, McCann Worldgroup was born.

Now, as it marks its 10th anniversary, the Interpublic Group of Cos. organization has many reasons to celebrate:

- Worldgroup has grown to become one of the largest companies offering fully integrated marketing communications services in the world.
- Fifteen of Worldgroup’s top 20 clients work with five or more Worldgroup companies.
- Worldgroup has developed methodology and an array of process and measurement tools that guide all member companies in their stated mission of creating demand for clients’ goods and services.
- Worldgroup is not only a leader in handling clients in the technology field, one of the most competitive and fastest-growing categories, but also delivers global integrated communications efforts successfully to clients across diverse industries from financial

McCANNWorldgroup

TIMELINE

1996

- **Torre Renta Lazur Healthcare Group** acquired; becomes a cornerstone of McCann Healthcare Worldwide.
- **The Weber Group** acquired; becomes the cornerstone of Weber Shandwick Worldwide.
- **Stan Rapp**, legendary direct marketing executive, named chairman-CEO of McCann Direct, which becomes MRM Worldwide.

1997

- **Thunder House Online Marketing Communications** launched; becomes the digital cornerstone of MRM Worldwide.
- **Diefenbach Elkins** acquired; becomes the cornerstone of FutureBrand.
- **Momentum Promotion Marketing Group** established.
- **McCann Worldgroup** launched.
- **Worldgroup’s PR** operations branded as Weber Public Relations Worldwide.
- **Regan Campbell Ward** founded; becomes another cornerstone of McCann Healthcare Worldwide.

1998

- **Interpublic** acquires International Public Relations, the world’s largest independent PR firm and parent of Shandwick and Golin/Harris.
- **Worldgroup** makes 10 major acquisitions in the U.S., Europe and Latin America, half of those direct marketing companies.
- **Net new business** globally exceeds \$1 billion.

1999

- **Universal McCann** launched as a separate yet interdependent Worldgroup unit.
- **Momentum** adds major sales promotion operations to its event marketing capabilities.
- **FutureBrand** launched as a new corporate brand, retail, industrial and packaging strategy and design consultancy.
- **Marion Harper Jr.**, former CEO of McCann Erickson, founder of Interpublic and architect of the industry’s first integrated marketing organization, inducted into the Advertising Hall of Fame.

2000

- **MRM Worldwide** expands interactive offering through merger with Zentropy to create a global digital marketing company.
- **Torre Lazur McCann Healthcare Worldwide** expands offerings with additions including Adair-Greene and Caudex Medical Education.
- **FutureBrand** expands as a full-service corporate branding and packaging company with 30 offices in 17 countries.

2001

- **Momentum Worldwide** acquires Huvane Baum Halls, a leading entertainment PR firm, and merges it with PMK, Hollywood’s top celebrity PR firm.
- **Weber Public Relations Worldwide** and Shandwick International merged, creating the largest global and U.S. PR agency.
- **Worldgroup’s** top 25 clients use three or more Worldgroup companies.

GROUP AT 10

By Nancy Giges

that restructuring is reaping unexpected rewards—and the future looks even brighter

services to automotive, business services to healthcare, foods and beverages to personal care.

■ Over the past 10 years, Worldgroup has won more effectiveness awards globally than any other agency.

Marcio Moreira, vice chairman-global professional management and a 40-year veteran of McCann, says what made Worldgroup's approach a winning proposition was forethought followed by action. "There was an early awakening on our part about what the future might bring," Mr. Moreira says. "That helped us get into the concept in a faster and more cohesive fashion."

For its first five years, Worldgroup went on a dizzying buying spree, acquiring, merging, organizing and reorganizing to fill out geographic needs globally and adding second and even third generations of specialized areas of global expertise.

The last five years have been focused on becoming best-in-class, with a highly competitive product and a go-to-market strategy called the "demand chain" that provides a common platform, position and language for all disciplines.

"It's been a constant evolution with these companies," Mr. Moreira says. "If there is something that distinguishes us from others, it's that we pursue cohesiveness through strategy, not execution."

Says Eric Keshin, Worldgroup chief operating officer and regional director of McCann Erickson North America, "We've moved integration from the back, which was post-creation of the idea, to the front. ... Clients don't ask for the disciplines. What clients want is a fluidity of how you come at a problem without a predetermined outcome."

Matt Ross, president, McCann Worldgroup, San Francisco, and global chief executive on the Microsoft Corp. account, has spent 24 years in the advertising and marketing communications business, including a stint at Ogilvy & Mather, where he handled the IBM Corp. account. Now in his third year at Worldgroup, Mr. Ross says he is very impressed with the extraordinary depth and breadth of resources at hand. "If you work in big, integrated relationships as I have, it's like being in a fantastic playroom with all kinds of toys available to you. There is a broader, deeper set of

capabilities than I've seen anywhere else."

His role—and that of other global account directors—demonstrates Worldgroup's commitment to integration. A relationship leader, rather than a coalition or council, is accountable for each client's profitability across all the Worldgroup disciplines. "That's a very concrete structural advantage we have," Mr. Ross says.

Also important is presenting a seamless front to the client. "As the purveyor of cohesive brand ideas for our clients that work at any level to advance their brands and to have their voice, neither the consumer nor the client should have an inkling of the machinery behind what makes it happen," Mr. Moreira says.

With the U.S. Army, often cited as the quintessential integrated account despite not being global, "we don't even talk about the individual companies coming together," says MRM CEO Reuben Hendell. "[The client] just understands they are working with

'It's not just about pushing out advertising at people anymore,' Joyce King Thomas says. 'I want to see us create products, content, whatever it takes to have a two-way dialogue with our clients' [customers].'

McCann Worldgroup."

Arguably, this is one of Worldgroup's most challenging accounts and integrated communications are deemed an imperative for the account's diverse missions and requirements. But it's also the way Worldgroup operates, Mr. Hendell says: "The level of integration is unique at the scale we are doing it. It's incredibly collaborative and productive. We've really built something special here. Clients see that. You can't fake that."

The creative process for all clients is also collaborative, and you just "follow the biggest idea" regardless of where it comes from, says Joyce King Thomas, chief creative officer at McCann New York and chairman of the recently formed Worldgroup Global Creative Collective.

McCann, the advertising agency, "has done amazing advertising, but it's not just about pushing out advertising at people anymore," she says. "I want to see us create products, content, whatever it takes to have a two-way dialogue with our clients' [customers]."

To this end, Worldgroup this year formed the collective, which is made up of the top creative person from each discipline and five others from McCann Erickson in addition to Ms. King Thomas. The group plans to meet four times a year to generate ideas, review new work and talk about what's working—and what isn't.

"The impact of these different communications channels is profound," says Michael McLaren, president of McCann Erickson U.S. "We are having conversations that you would have never had five years ago. It's no longer what are you trying to say and who are you trying to say it to. It's what is the most optimal place to intercept consumers—how are we going to get them engaged in the story? How do we get them advocating for us? What kind of forums do you create to allow that advocacy?"

"The pervasive presence of broadband connectivity and the level of global interconnectivity is a fundamental change agent," he adds.

"[The Internet has] opened up so many different communications opportunities. The world is never going to be the same again, and brands have to be prepared to let go to speak to these audiences in a way they want to be spoken to."

Mr. Ross says that very soon, digital will be central to everything

the agency does. In fact, he adds, about 60% of activity in San Francisco is digital already. Traditional media won't go away, but will become digital-based, too. "That changes our frame of mind about a lot of things: our assumptions about how to target communications, the way we engage with our customers and prospects, the skill sets we employ. The marketing disciplines will still exist as distinct areas of expertise, but they will all be premised on digital as an underlying foundation."

He says that while the San Francisco office may experience this shift a bit sooner than others because of its location near Silicon Valley and its high percentage of technology clients, "there is nothing that's unique that isn't going to be experienced across Worldgroup."

Overall, the growth and influence of digital technology is making this a very exciting time to be in marketing communications, says Mr. McLaren. "[You're] limited only by the power of your ideas and willingness to do the work to make it happen." ●

2002

- **McCann Erickson** celebrates its 100th anniversary with a global outreach program, "100 Years, 1000 Voices," resulting in scores of pro bono campaigns addressing local causes.
- **Eric Einhorn** named chief strategy officer of McCann Worldgroup.
- **One-third** of McCann Worldgroup's revenue derives from its nonadvertising companies.

2003

- **Chris Weil** named CEO of Momentum Worldwide.
- **McCann Worldgroup** introduces strategic growth platform, based on Four Pillars of Excellence in people, partners, product and profit.
- **McCann Worldgroup's Demand Chain** marketing strategy introduced globally.
- **McCann** forms two key practice areas: TAG, specializing in marketing to young adults, and McCann HumanCare, specializing in consumer healthcare marketing.

2004

- **Reuben Hendell** named CEO of MRM Worldwide.
- **MRM** appointed by Microsoft to handle global CRM responsibilities.
- **Andy Polansky** named president of Weber Shandwick Worldwide.
- **Jean-Louis Dumeu** named CEO of FutureBrand.

2005

- **Eric Keshin** regional director of McCann Erickson North America, adds chief operating officer post at McCann Worldgroup.
- **Matt Ross** named president of McCann Worldgroup in San Francisco and McCann's global chief executive-Microsoft brands.
- **Giuseppe Usuelli** named chairman of McCann Erickson EMEA.
- **Nick Brien** named CEO of Universal McCann.
- **Luca Lindner** named regional director of McCann Erickson Latin America/Caribbean.
- **Richard Nordstrom** named CEO of McCann Healthcare Worldwide.

2006

- **Fortune magazine** names the McCann Erickson and MasterCard "Priceless" team one of "Six Teams That Made Business History" over the past century.
- **Universal McCann** wins its second media Grand Prix for Unilever at the Cannes International Advertising Festival.
- **Worldgroup** wins Best Viral Campaign at the London International Advertising Awards for its HP "Fingerskilz" work.
- **McCann's** decadelong tally of Effie wins is 20% more than the nearest competitor's, adding to its reputation as world leader in effectiveness awards.

2007

- **Global Creative Collective**, chaired by Joyce King Thomas, formed to ensure creative collaboration and innovation across Worldgroup.
- **Brett Gosper** named president of McCann Erickson EMEA and chairman-CEO of McCann Erickson U.K.
- **Michael McLaren** named president of McCann Erickson U.S.
- **Kevin Ramsey** named regional director of McCann Erickson Asia Pacific.
- **McCann Worldgroup's** scores of integrated account wins over the decade include in 2007 lead responsibility for the estimated \$1.9 billion consolidated Verizon business.

McCann's core strategy: The demand chain

In its first initiative, McCann Worldgroup made sure it had all the right capabilities in place by setting up seven disciplines essential to clients. Next, it focused on its go-to-market strategy.

The result: The "demand chain," providing a common platform, position and language across all disciplines.

Eric Einhorn, Worldgroup chief strategy officer, describes the demand chain as "our process that delivers our mission to clients, which is creating demand." It is a cohesive process that places communications in the full business context—from vision to ROI, he says.

The concept—that the desire for products and services, or "demand creation," can be stimulated—grew out of supply chain theory. "There is not much left to trim," says Mr. Einhorn. "Clients can no longer win by just optimizing efficiencies." So companies are looking more at the top line.

He says that Worldgroup needed a way to manage its collective creativity to drive the common purpose of creating ideas. "You need more than persuasion; you need influence. And that takes opinions, information, buzz. You need to let consumers experience the brand. It's a multifaceted program that needs an organizing principle. So our demand chain is just that."

The demand chain also serves as a guiding process

for the multidisciplinary demand teams assigned to each client. The chain has evolved over time and currently consists of five sequential steps—demand ambition (where is demand going to come from), demand strategy (what are the audience, brand and channel insights that shape the demand idea), demand idea (the simple powerful idea that cuts through and creates demand), engagement plan and brand experience. Within each link, various tools are used, starting with Demand Health Check to determine where demand will come from and getting consensus on goals.

As an example of a demand idea, the Microsoft Xbox team came up with this: Xbox 360 is the ultimate social magnet, bringing people together and providing anytime broadband access to "the entertainment you crave." It's a new world, a community where gamers discover skills they never thought they had, experiences they never imagined, strategies they never thought of and people they never knew existed. Using this, the team then recommended an engagement plan.

Mr. Einhorn says that one critical aspect within every demand team is client involvement from the start, so the client understands and participates in the insight development and every step along the way.

In the end, a channel-neutral plan results. A demand team formed to come up with a program for Verizon

V Cast consisted of members from McCann Erickson in New York and South Korea, Momentum, Universal McCann and R/GA. The team recommended a plan with limited advertising. The name V Cast, created for one of Momentum's event ideas, was so powerful that it was adopted broadly for Verizon's on-demand video and other services. The launch included many activities, including a spot on the Super Bowl telecast with celebrities; a partnership with CBS' "Entertainment Tonight" on the red carpet of the Academy Awards; product placement; custom V Cast content; and a private celebrity launch at the MTV Video Music Awards in Miami.

These types of launches are not atypical for Worldgroup's growing number of clients that want total marketing communications solutions.

"Demand creation isn't just a science," Mr. Einhorn says. "It needs to have entrepreneurship built in. That is why we believe as Worldgroup we can step up to the plate because we fundamentally are a creatively oriented company. We know from giving our clients counsel that when you get a company vision and a brand promise well aligned and deliver on it, that's the seed of success. Clients have their own official processes, and we as an agency need a common language and a common process." ●

Happy Anniversary, McCann Worldgroup.

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PARIS



Q&A WITH JOHN DOONER

In 1997, just two years after being named chairman-CEO of McCann

Worldwide, John Dooner embarked on a grand plan to position the leading advertising agency network for future growth. He recognized that both global and local markets were changing and believed that in the information economy of the late 20th century, clients needed more and better marketing tools in order to thrive.

To accomplish this, Mr. Dooner established McCann Worldgroup as a management company overseeing the McCann Erickson advertising network and a rapidly expanding portfolio of marketing communications companies. These offered a full array of services that clients identified as strategically essential to their growth.

While there was some initial skepticism about whether such a plan would succeed, the past decade has proved the cynics wrong. Recently, Mr. Dooner talked with writer Nancy Giges about the progress Worldgroup has made and the state of the new world of marketing communications. An edited transcript of the interview follows.



John Dooner, Chairman-CEO, McCann Worldgroup

ADVERTISING AGE: Integrated marketing is widely practiced these days, but it wasn't clear 10 years ago that the industry was headed in that direction. Were you taking a risk?

JOHN DOONER: We've had three words of importance in our industry. The first is *brand*, the second is *global* and the third is *integration*. What's happened is the evolution of each. Our sensibility of brands is at a very high level. Global 10 and 15 years ago was the rage. There's not a finish line to that, so we don't hear as much about global and brand. We hear more about integration. It existed 10 years ago at some level, but what became very obvious to me is that you need to have multiple connections with the consumer and the brand.

Broadcast and print are just not sufficient. All the fragmentation of the media, the complexity of the consumer—where they're getting more in charge—clearly suggested that you need multiple connections.

What was also clear, although not as developed as the concepts of global and brand, was integration. So Worldgroup was founded first on the notion that these connections were important and then with the notion that the different marketing communications disciplines needed to be put together in a manner that was seamless.

Ten years ago we had two global brands, Universal McCann and McCann. We introduced five more. The purpose behind that evolution is to increasingly improve our ability to bring these different disciplines together so that the clients only see the net effect.

AD AGE: What do you think are your most important accomplishments as an integrated marketing organization?

MR. DOONER: First and foremost is that we offer seven disciplines, most of which didn't previously exist. Today all seven are

recognized as leaders in their respective disciplines as well as a collaborative, integrated body. That's pretty awesome.

The second is we've learned to work together and recognize that each discipline brings very distinct and powerful elements to any kind of communication program ... to solve problems for clients and also to create and deliver big ideas.

And the third is that during this whole time, the quest for creativity has not been lost. We're in the idea business, and integration isn't the answer. Great ideas are always what our business is about.

AD AGE: What have been some of your biggest challenges?

MR. DOONER: [Uniting as an organization] is the biggest challenge that we've had. ...It's a requirement that [the individual organizations] come to the table being perceived as the best. Everyone then needs to leave all that ego and achievement at the door and seamlessly work with people from other disciplines.

AD AGE: You've talked about your vision and goal of becoming a "category of one." Are you there now and, if not, how close are you?

MR. DOONER: When you try to be a category of one, the competitor is yourself. There is no finish line to achieving this mission. ...I would be hard-pressed to unequivocally announce victory. But we are benchmarking progress, and we take this very seriously.

AD AGE: Do you attribute most of the transformation in the marketing communications business in the past decade to the digital revolution?

MR. DOONER: Ten years ago, it was becoming clear that the number of cues that a consumer was getting came from all over the

place. So I would say that the movement toward a Worldgroup kind of company and integration was driven more by the consumer and the increasing complexity of the relationships with the consumer. Online only plays one part.

Today, online is more complicated. What's needed is to recognize that all the marketing communication disciplines must be culturally driven, realizing that the digital world is at the front line. So whether you run a traditional advertising agency [or a PR agency], the first idea that should be presented should be a digital idea. Online [is not] something that only a digital company does, but that all companies must do. I don't think that was the driving force in the beginning.

AD AGE: Then what role does your digital company, MRM, play?

MR. DOONER: MRM is leading the charge and helping the rest of Worldgroup be a culturally digital world. They are focused on staying far forward in the worlds of CRM and digital. The Interpublic Emerging Media Lab [a physical and virtual testing ground for new technologies and marketing programs] came out of MRM, and that's all about being far forward.

AD AGE: You have said that all the disciplines are viewed as peers and that none would be relegated to secondary status. How does that translate into your expectations of what each should deliver?

MR. DOONER: When we started, the ad guys were the 500-pound parakeets. Today, we're shoulder to shoulder. The reasons are not relative to revenue; they are what they bring to the party.

What I require from each discipline has not changed. It starts with a focus on superior product. The elements of a superior product are threefold: There must be strategic tools that lead to great ideas; you must execute brilliantly; and you must have accounta-

McCann Worldgroup a decade of solutions a world of innovation

In ten years, McCann Worldgroup has revolutionized global marketing communications. Congratulations on a decade of dedication and invention from your friends at Hallmark Channel.



bility tools that measure effectiveness. That is the focus of each of the disciplines, and that is the focus of Worldgroup in a collaborative and collective way.

AD AGE: Are you still looking for acquisitions?

MR. DOONER: We are doing strategic acquisitions to ensure that our competence is at the level we need. There are somewhat new areas that we are exploring with Hollywood and so forth. We also are finding great success with what we used to do before the big acquisition craze that started in 1995, [and that] is the acquisition of people and investing in those people to develop competencies more than [acquiring] stand-alone companies.

AD AGE: Are clients on board with all these changes? Are they the ones driving this or is it the communications industry?

MR. DOONER: Clients do drive a lot of this, and they always have. You could argue that the partnership is the thing that helps drive it. Peter Brabeck [-Letmathe, Nestlé chairman-CEO] said to me after I created Worldgroup, "John, you've got all these things, all these disciplines, that's great! But who's my guy? Who's going to bring all this together for me [in a way] that gives me the most effective and most efficient plan?" And I tell him, "Peter, I just started this thing. Give me some time."

The point is these things take time and they take relationships. There's no question that a driving force of integration is efficiency. And there's no question that efficiency is a driving force of industry. To finish that syllogism, you'd have to say there's no question that integration will be a driving force of clients. I'd like to take the total credit for it, but I cannot deny that the clients continually see how important this is and also fully appreciate the

importance of *brand* and *global*.

AD AGE: Let's talk briefly about two big areas: people and accountability. Where is the talent coming from and what do you do about those who were trained in a totally different way?

MR. DOONER: If you don't get the people thing right, you don't have the other stuff. There is no simple answer, but again, you start with the disciplines, and they must have rigorous programs to build and develop their people. A huge number of employees around the world go through our leadership development programs.

People like to be winners. That's a cornerstone of our culture. No one gets into a leadership position who's not a winner. People like to follow winners.

A winning creative product is also essential to attracting and keeping the best talent. There must be a top down commitment, a dedication, a love and passion for the product. So it culturally goes in that circle.

And another thing: People bring individual talents. And sometimes that talent isn't exactly what the graph or the organizational chart would call ideal. We try to move people around like chips of a mosaic to create a beautiful picture. So everybody doesn't have to be of a [similar] kind. We have a group of different personalities and individuals. That gives people a confidence that this organization is allowing them to be the best they can.

AD AGE: OK. Now accountability.

MR. DOONER: This is also not new. At the very inception of Worldgroup, the third thing I wrote was, "You have to have accountability." You have to have measurable results. The one in our industry that's able to best provide evidence through measur-

ability is going to be the winner.

[For] clients, every buck counts, and that's increasingly more important. Therefore we are very committed to providing the best accountability tools for each individual discipline. We've been doing it for 10 years, [and] I'm [still] challenging us to get state-of-the-art accountability and measurement to a higher level.

AD AGE: So do you see as much change happening in the next three to five years?

MR. DOONER: The phenomenon of online, the digital world, is as revolutionary as television was. Change is constant ... important. People need to focus increasingly on digital. Additionally, the whole notion of creating a physical relationship with brands through event and promotional marketing is increasingly important as consumers are more in control of the messaging. So that's going to undergo some change. You'll start seeing things like [agencies of record in this area] which you've never had before.

The level [of accountability] is going up another notch or two. And the one that's able to best supply evidence in a manner that's compelling is going to do better than its competitive set. But what never changes is the idea and the need for great ideas.

So will the fundamental part of our world change? I don't think so. But we've still got a lot of challenges to make the digital world a better vehicle as well.

AD AGE: Is there anything else you would like to say?

MR. DOONER: It's a great time to be part of our world. A big part of that is working with people who are good at what they do and willing to play with others. And the more we can get that to happen, the better we're going to do. ●

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ON ITS 10TH ANNIVERSARY.**



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Only one word can capture the feeling of our partnership. Congratulations to McCann Worldgroup and their ten year anniversary. We are proud to be working with you.



THE KEY DISCIPLINES

McCann pushes excellence through its seven core 'category of one' companies

McCANN ERICKSON WORLDWIDE

Advertising

When Worldgroup was formed in 1997, McCann Erickson Worldwide already ranked No. 1 globally as the largest advertising agency network.

So while the other disciplines were ramping up their capabilities and geographic coverage to become the best in their respective fields, McCann was focusing on adding talent either through special startup units or acquisitions, and adding expertise in specialized categories, such as business-to-business, high-tech and retail.

In 1995, for example, McCann acquired Anderson & Lembke, a specialist in technology clients, including Microsoft Corp. The subsequent merger of Anderson & Lembke with McCann's San Francisco office created a totally integrated agency that has been a model for Worldgroup's integrated marketing communications approach, which characterizes the entire organization today.

Eric Keshin, Worldgroup chief operating officer and regional director of McCann Erickson North America, says: "Clients don't ask for a set of disciplines. They want fluidity in how we come at a problem, and we are able to provide that through teams of professionals with different points of view and areas of expertise." Two of McCann's executives with both regional and specific key account responsibilities are Michael McLaren and Brett Gosper.

Although McCann is still described as an advertising agency, "the kind of work we're doing now has changed dramatically," says Mr. McLaren, president of McCann Erickson U.S. "We're still doing big television campaigns and big print campaigns, but in addition we're helping drive the thought leadership around integrated campaigns. A lot of the relationships started with McCann Erickson and grew into the other disciplines."

Mr. Gosper, president of McCann Erickson EMEA (Europe, Middle East and Africa), says that McCann is still a very strong brand storyteller. "[We do] big things to big brands ... on a big scale across multiple borders," he says, adding that one difference today is "the number of canvases McCann is painting its story on is increasing" as the agency gets into new areas, particularly in the "digital space."

The impact of so many different communications channels is profound, says Mr. McLaren. "It's no longer just what are you trying to say and who are you trying to say it to. It's what is the most optimal place to intercept these folks? How are we going to get them engaged in the story? How do we get them advocating for us? What kind of forums do we want to create to allow that advocacy?"

Today, it's about understanding social networking, understanding brand advocacy in a whole different way, understanding the limitations of one-way communication, understanding the role of data, the need for accountability and measurement, all those things, he adds. What's clear, Mr. McLaren says, is that "brands have to be prepared to let go [of traditional methods of reaching people] in order to speak to a lot of these audiences in a way they want to be spoken to." ●



Eric Keshin
Regional Director, McCann Erickson North America; COO, McCann Worldgroup



Michael McLaren
President, McCann Erickson U.S.



Brett Gosper
President, McCann Erickson EMEA



Giuseppe Uselli
Chairman, McCann Erickson EMEA



Luca Lindner
Regional Director, McCann Erickson Latin America



Kevin Ramsey
Regional Director, McCann Erickson Asia Pacific



Nick Brien President-CEO

UNIVERSAL McCANN

Media management services

After spreading throughout Europe, the trend of media unbundling hit the U.S. agency marketplace in the mid-1990s. Although McCann was one of the first ad agencies in Europe to spin media off into its own operation, it was among the last major agencies globally.

When that did occur, in 1999, there was not a total break with brand strategy and creative development. And it was not until 2006 that Universal McCann had its own separate P&L and took control of its own budgets and finances.

At the time of the unbundling, John Dooner, Worldgroup chairman-CEO, said, "Our goal in launching Universal McCann globally is to create the next generation of media practice, one that will elevate the role of media within the total brand-building process. Big ideas require developing and linking both the delivery strategies and the message. As

the world of media becomes more complex, it becomes increasingly more important to integrate strategic media planning with brand creative strategies."

Worldgroup's approach was contrary to the industry trend of unbundling media from its full-service link with brand strategy and creative development. The belief in keeping media closely involved in the total communications process continues today.

"I've always believed in the close collaboration of media with all the marketing disciplines," says Nick Brien, who became worldwide CEO of Universal McCann in 2005 and who remains committed to a model of interdependence.

Mr. Brien says media agencies are totally different today than even a few years ago, largely because of the impact of digital and its role in helping agencies understand consumers and how media fits into their lives.

"We are increasingly moving from

the world of marketing persuasion involving brand activities to a much greater consideration of how audiences are influenced," Mr. Brien says. "We now deliver total communications strategies and engaging solutions for our clients across all forms of contact."

Many of Universal's clients are sophisticated global marketers that operate at the nexus of brands, technology and consumers, clients such as Intel, Microsoft, Sony and Verizon, which means the agency's goals must reach "a very high bar," Mr. Brien says.

The agency's other major global clients, such as Bacardi & Co. Ltd., Coca-Cola Co. and Johnson & Johnson, all "expect us to have our finger on the pulse of the digital world," he adds. "You have to recognize that a brand's behavior is different in a highly interactive digital world."

Since joining Universal, Mr. Brien has re-evaluated all the elements of the

business process as he goes about evolving the traditional model for the 21st century. He describes Universal as a very new company in an old shell, focused on product, clients and processes. Soon after he joined, "we closed the door to new business until we got our house in order." Part of that included the global launch of Next Thing Now in June 2006, the rallying cry that Mr. Brien calls the agency's philosophical, cultural and operational rebirth.

When the moratorium on pitching business was lifted after 18 months, Universal found itself re-energized and on the winning end of some major accounts, including the lion's share of the largest global media agency-of-record review in the past two years, conducted by Johnson & Johnson. Mr. Brien cites business wins and numerous awards in all geographic regions in the past two years as evidence of the "new Universal McCann." ●

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Richard Nordstrom CEO

McCANN HEALTHCARE WORLDWIDE

Healthcare communications

Even before the formation of McCann Worldgroup, the opportunities in the professional healthcare industry for advertising and marketing agencies were considered

highly rewarding. When it identified healthcare as one of seven disciplines to pursue for future development, Worldgroup undertook a series of key acquisitions around the world and rapidly expanded internally.

Today, McCann Healthcare Worldwide ranks among the leading global healthcare marketing organizations. Through a dozen agency networks and specialized healthcare companies, McCann Healthcare offers a variety of services that start when a drug, device or surgical product leaves the development lab and continues throughout its life until it either switches to an over-the-counter product or goes generic.

As a part of Worldgroup, McCann Healthcare shares the mission of becoming a “category of one,” a drive to becoming the absolute and unquestioned best in its field, says CEO Richard Nordstrom. “We like to think of ourselves as the most elite at providing services on a global basis to our clients,” he says, adding that his group handles all of the world’s top 20 pharmaceutical companies.

“That requires us to have a tremendous amount of rigor and collaboration, continu-

ally advancing our knowledge through a focus on client activities, where the market is going, training our people, being able to move people from place to place and then regularly setting and resetting our goals and objectives for individuals.”

Mr. Nordstrom says that being part of Worldgroup is a real asset in terms of being able to both drive global relationships and help clients grow global brands.

One current global project—one that Mr. Nordstrom says he is very proud of—is the introduction of a vaccination for cervical cancer for client GlaxoSmithKline. “It’s a pretty cool thing to be part of the launch of a vaccine for cancer when that’s been talked about for 30 years,” he says. “When we look ourselves in the mirror in healthcare—and it’s why I’ve been in this business for 25-plus years—it’s not something people don’t need. Some of these are life-saving drugs, and in many cases people don’t even have any symptoms of their illness. At the end of the day, you help educate someone who gets on a better therapy for their condition. They win, and you feel pretty good about it. ●



Reuben Hendell CEO

MRM WORLDWIDE

Digital customer management

Built on McCann’s strong direct marketing heritage and customer-relationship management expertise, MRM Worldwide has evolved into a leading global digital marketing agency, offering a variety of direct and interactive marketing solutions.

As clients shift more of their focus and marketing approaches to the digital marketing space, MRM sees a bright future, says CEO Reuben Hendell, adding, “There is a built-in engine for growth.”

Among its recent work, MRM:

- Designs, builds and manages intel.com, arguably the highest-tech tech Web site in the world.
- Does all direct marketing for Verizon.
- Manages all General Motors Corp. European customer data.
- Handles direct marketing for all of Nestlé’s infant nutrition business in Germany and is the global launch agency for Dolce Gusto.
- Serves as the prime recruiting and digital partner of the U.S. Army.
- Is one of two global relationship marketing agencies for Microsoft.
- Changed GM’s U.S. retail-lead management model and builds more than 300 Web sites annually for GM dealer groups to support it.

Mr. Hendell says the shift toward digital means MRM is being asked by clients to lead them through interactive experiences because of its growing importance today in building brands. “You think historically about brands being built using TV and mass media. We’re realizing now a consumer’s sense of brand equity is being built through interactivity with the brand, perhaps more so than by anything else. So clients are saying, ‘You need to help us design and understand those experiences in the context of a brand and take more of a leadership role in creating brand equity through those experiences.’”

As an example, he cites the work MRM has done for MasterCard Worldwide as the company looks to support its banking partners with highly engaging MasterCard-branded experiences. That was the origin of priceless.com, a platform for the card issuer to build brand equity with consumers. “We needed to create the right experiences, and [it’s] been amazingly successful in a highly quantitative way in improving their brand equity. This has directly resulted in major shifts in the number of MasterCard cards issued through banks and in the spending on those cards.”

Since he joined MRM three years ago, Mr. Hendell says, the agency has been focusing on becoming a world-class agency and on its working relationship with its Worldgroup partners. From a client perspective, he wants MRM to be viewed as indispensable in the digital/CRM space because “we are delivering results in a way [our clients] believe is unique and more productive than they can get with any other type of partnership.” ●

MOMENTUM

Events, promotions and sponsorship

If you ask Chris Weil, CEO of Momentum, to describe the company he leads, he says, “Our job is to come up with ideas that move our clients’ businesses forward.” But since the world wants to define an agency by tactics, he adds, Momentum handles entertainment marketing, sponsorship, event marketing, promotions and retail.

When Worldgroup was formed, Momentum already was recognized as among the country’s foremost client-sponsored presence and event-marketing companies. Once it became part of Worldgroup, Momentum expanded rapidly to open offices all around the world and to gain expertise across a full array of promotional activities.

Mr. Weil, who has been with the company since those days—and CEO since 2003—says that Momentum today stands far ahead of the competition. “We have developed a global brand, are operating in every major market in the world and are connected as a single brand.

“We are all about actionable ideas,” Mr. Weil says. “We don’t sit in an ivory tower and pontificate; and when people do, we have a simple saying: ‘Move it forward.’ That’s what we do in meetings; that’s what we do for our clients’ brands; that’s what we do with our ideas.

“I believe that the difference between one agency and another is purely culture. If you get the culture right, you get the best people

who do the best work. And if you do the best work, you get the best clients. Period.

“So we have been coming together as a single culture and truly defining who we are.” Coming together has been one of the agency’s biggest challenges because Momentum was built on 33 acquisitions. “Our business has been a local-market business for a number of years,” he says. “Today, clients want global capability, and we have become better globalists.”

Mr. Weil says there is a pervasive attitude that nothing is impossible at the agency. “If you look at the work we’ve done—from rock ‘n’ roll shows in Central Park and floating a tennis court down the Thames to celebrate Wimbledon to the entertainment and retail partnerships we have developed—we really have a diverse offering; and we have the ability to pull [it] off.”

For example, Momentum has sampled more than 100 million cups of coffee for Nescafé in China over the last five years and has handled the retail strategy and execution for Microsoft Windows in 23 countries.

Mr. Weil already knows one thing that will be keeping his company very busy for the next year: Momentum recently won all the activation activities for Coca-Cola on the ground in China for the upcoming Olympic Games and will be conducting activities in cities throughout China. ●



Chris Weil CEO

WEBER SHANDWICK**Public relations**

Similar to other marketing communications disciplines, public relations is undergoing a transformation. What has had a major impact on the field is the greater understanding of how public relations builds and mobilizes advocates on behalf of clients.

Andy Polansky, president of Weber Shandwick, says that advocates play a critical role in igniting enthusiasm, building momentum and influencing the opinions of others. "Our approach is not only to be highly focused on understanding client issues, products, services and brand reputation, but also to work with clients to identify advocates and reach them in compelling ways."

Weber Shandwick brings this expertise to its own clients and to a growing number of Worldgroup clients interested in having public relations integrated into their marketing communications efforts.

Following a pattern similar to other McCann Worldgroup companies, Weber Shandwick has grown rapidly and now ranks among the world's leaders. Today, its goal is to develop communications programs designed to "move individuals from insight to action," Mr. Polansky says.

The new wave of advocacy is supported by a global survey conducted in mid-March with KRC Research. The online survey of 583 consumers found that consumer decision-making patterns and speed to action are radically shifting. In fact, 63% of consumers reported that they are deciding more quickly to support or reject issues, causes, companies, products and services than two to

three years ago. Factors fueling this pace include a more informed global citizen with a stronger voice and easier access to information and experts.

Furthermore, more than half of respondents worldwide agree that they have more power to influence a company's success or failure and have a greater say in what companies sell.

In releasing the findings, Weber Shandwick Chairman Jack Leslie said companies and organizations need to engage stakeholders in new and creative ways. "Advocates play a significant role...as they affect the court of public opinion at Internet speed. They forge emotional bonds and higher levels of engagement that help attract new customers, earn support for issues and causes, spread word-of-mouth, and strengthen brand loyalty."

In addition, the survey found that a positive personal experience or connection is critical to triggering advocacy. According to the survey, 87% of global advocates recommend brands or products based on personal experience.

"Gone are the days when a company issues a press release, the release is put on a newswire, and you monitor coverage and measure clips," says Mr. Polansky. "Now it's very much a dynamic process where you reach different constituencies in different ways, whether offline or online."

In fact, digital services, he says, are a priority for Weber Shandwick, as they are for the entire public relations industry. One of the challenges is understanding how the communications realm is evolving, particularly with respect to digital marketing and how that relates to public relations, he adds. ●



Andy Polansky President



Jean-Louis Dumeu Chairman-CEO

FUTUREBRAND**Brand consulting and design**

With the purchase of the corporate brand consultancy Diefenbach Elkins in 1997, McCann Worldgroup ticked off the last item on its corporate wish list by entering marketing communications fields that clients had identified as strategically essential to their growth.

Only a few years later, Worldgroup was recognized as a global leader in branding, packaging, design and corporate identity consulting as a result of rapid expansion from Diefenbach Elkins' three offices (New York, San Francisco and Toronto) to more than a dozen international markets and into related corporate branding capabilities, through both internal expansion and a series of acquisitions.

In 1999, to present a unified brand worldwide, all branding services were consolidated under the FutureBrand name, which came from a proprietary methodology for reshaping brands pioneered by Diefenbach Elkins.

Now, with 20 offices around the world, FutureBrand is a premier global actor in this category and beyond.

Today, Jean-Louis Dumeu, FutureBrand chairman-CEO, describes the company's mission as simply helping companies identify future opportunities for their brands via two major services: consulting and design. "We do exactly what our name says,"

he explains. "We project the brand into the future. We help clients understand what their brand could be in three years, in five years, in 10."

Mr. Dumeu says FutureBrand offers the unique combination of consulting skills and design skills, something that differentiates the company from key competitors such as business consultancies that don't offer implementation.

"We implement and transform and bring [our recommendations] to life," he says. "We can go upstream into business strategies with the client; and with that, we can then go downstream with design and implementation in a most efficient way. The two are very connected and powerful."

Mr. Dumeu says FutureBrand approaches a project with the idea of inventing, provoking and embracing.

"We invent solutions; we invent ideas; we see things in a different way; we bring a fresh perspective each time," he says. The resulting work is designed to provoke a reaction, an interest, an emotion—in other words, results. It may be changing a positioning, an identity, a look and feel. Whatever it is, he says his organization's job is "provoking demand with the work we do."

"Embracing comes into play because FutureBrand's work embraces all opportunities of brand expression. When we bring a brand to life, we consider all touch points between the audiences and the brand." ●

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CLIENT RELATIONSHIPS

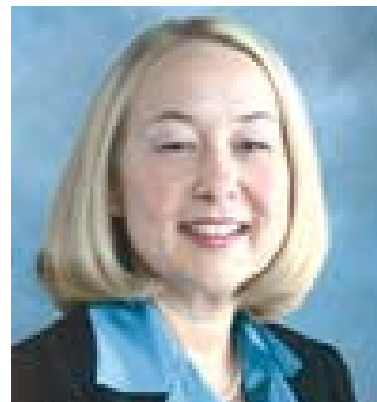
Marketers discuss their partnerships with McCann and what makes them work so well

JULIE GARDNER

Exec VP-CMO

Kohl's

Menomonee Falls, Wis.



Kohl's initially chose McCann Worldgroup in fall 2000 because we are a fast-growing retailer and were in the process of moving from being a local and regional marketer to a national one. McCann had the marketing and advertising expertise to support our growth. And the idea of a "world group" meant synergistic planning, development and execution.

The strategy we developed was a collaboration between Kohl's internal marketing team and McCann's team. McCann is grounded in a strong understanding of our brand and our

customers; everything we develop together is a unique reflection of the Kohl's brand.

McCann has been instrumental in Kohl's Transformation Nation, a multimedia program designed to highlight several fashion initiatives we've embarked on with different partners. It set new expectations for the customer that Kohl's is a fashion contender. The Transformation Nation Web site showed the consumer how to assemble wardrobe pieces online, and it was tied to Condé Nast content through Vogue and Glamour.

We've worked with McCann to ensure that transformation concept remained the strategic thread throughout our campaigns, continuing to build one season on top of another. Our multimedia back-to-school campaign last year, "Transformation Generation," was geared around consumer-generated content at a time when that was still in its infancy. We created a kids' video contest that engaged them with the brand in a unique way.

When we initiate a program for Kohl's Cares for Kids, a program I started seven years ago that has raised more than \$85 million for children's hospitals nationwide, McCann passionately pur-

sues in-kind services or services at cost.

Right now we're very excited about the launch of the Simply Vera, Vera Wang lifestyle brand, the largest cross-category launch in Kohl's history. McCann has been challenged to introduce the products—apparel, accessories and home—as a cohesive brand with one voice. It's very synergistic across all media.

CAROL HAMILTON

President

L'Oréal Paris

New York



L'Oréal has worked with McCann since 1973 when we launched the "Because I'm Worth It" campaign. It's truly rare to have a long-standing relationship like

this. McCann has always approached L'Oréal's business with great in-depth knowledge of beauty and has put people on the account with so much passion for the business—and that's exactly the way we work.

This passion has seen us build the L'Oréal business from a single category—hair color, with Preference as our star—to where we are today: the largest beauty brand in the U.S. and the world. We've worked together, category by category, campaign by campaign.

What's special about our relationship with McCann is that we build consistency with innovation. The consumer today is bombarded with so many messages. Together, we take what works and renew that year after year. McCann has pushed us to diversify and expand our portfolio of spokespersons to talk to women of all ages and backgrounds, as well as men and kids. It's a very modern approach to targeting.

What was revolutionary when we created the "Because I'm Worth It" campaign (which has evolved into "Because You're Worth It") is still revolutionary today. In a world now where everyone is time-pressured, feeling they can't just quite get it all done, feeling good about yourself resonates as boldly as it did more than 30 years ago. "Because I'm Worth It" to us is more than a slogan—it is our company's philosophy. It has had incredible endurance and incredible breadth in terms of its relevance. We use it as a reinforcement at the end of every piece of our work.

McCann is involved in so many aspects of our business, helping us extend the brand equity of this philosophy beyond the traditional advertising format. The annual "Women of Worth" campaign celebrates outstanding women who volunteer in their communities. McCann has also been instrumental in extending L'Oréal's prominence during award show season: We are an 11-year sponsor of the Golden Globes, an eight-year sponsor of the Grammys and a three-year sponsor of the Academy Awards.

I want to recognize Exec VP Robert Montagnese, who is passionately involved in every aspect of the brand and has been on the L'Oréal account for 15 years overall along with Claude Solanet (exec VP-worldwide account director) in Paris. Donna Wolfe (exec VP-chief negotiation officer, Universal McCann) just completed her 19th upfront buy with us. And Danielle Korn, as exec VP and head of broadcast operations and talent management, has negotiated every one of our celebrity contracts.

L'Oréal and McCann share a passion for beauty; we have fun and do great work. It's very satisfying.

LARRY FLANAGAN

Exec VP-CMO

Worldwide Marketing and Communications

MasterCard Worldwide Purchase, N.Y.



Ten years ago we began our relationship with McCann Erickson and launched our "Priceless" campaign. It gives us great joy that "Priceless" has become part of the culture and vernacular around the world: You watch people in front of the "Today" show studio and at NFL games and soccer games, and they have their homemade "Priceless" signs.

People ask, "How do you develop and execute a global campaign like that?" But we didn't set out with a global campaign mandate. We came up with a strong idea for the U.S. and, because its insights were so global and its strategic foundation so nonbiased toward any culture, we found it could resonate around the world. The core values of "Priceless" translate well everywhere and have driven results for us globally. The campaign continues to burn in and gain momentum with consumers. We just launched a big program with [football star] Peyton Manning to drive people to priceless.com to share consumer content, so "Priceless" has moved into all different marketing channels.

Rich O'Leary, exec VP-worldwide account director at McCann Erickson, runs the MasterCard business globally and has developed a Worldgroup demand team to support the MasterCard brand. He makes sure all the right people—from McCann Erickson, FutureBrand, Weber Shandwick and MRM Worldwide—are at the table with us from the start of strategic planning to the implementation of different programs around the world.

The primary things a client needs from an agency are thought leadership and energy across all the practice areas, and McCann Worldgroup has the best people in those jobs. For example, Joyce King Thomas, exec VP-chief creative officer at McCann Erickson New York, was key in coming up with the "Priceless" idea and she's still there, with a lot more responsibility, of course. She challenges herself and her team to

Congratulations and our heartfelt thanks to McCann Worldgroup for a legacy of great ideas.

EXCELLENCE

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always remain one step ahead.

Everyone at McCann—whether it's Joyce or Rich or people in the different regions—works with us on a very open and honest level, and we have very good two-way conversations all the time. MasterCard's relationship with McCann is a real partnership. We have McCann at the table every step of the way, and we share responsibility for our decisions. McCann's commitment is evident.

MICH MATHEWS
Senior VP-Central Marketing
Group

Microsoft Corp.
Redmond, Wash.



We're a global brand, and with that comes a strong desire to ensure the consistency and power of the brand around the world. McCann's global network

ensures that they can partner with us everywhere that we need to be. We care a lot about integration across disciplines, and their capability in that area really is an asset for us.

McCann is also a partner in driving a progressive marketing agenda. They've embraced digital and nontraditional practices to complement their strengths in traditional areas. This is the era of customer participation. If we really excite, interest and engage our audiences, they participate in our marketing. We've seen this with a variety of really exciting digital and nontraditional programs McCann has created with us, including msdewey.com for search, clarification.com for Windows Vista and some very positive viral pickup of our Xbox Gears of War advertising.

The original Gears of War TV spot became a YouTube phenomenon when users created hundreds of versions of it with their own music mashups. This work has received a lot of recognition and, more important, has really engaged our audiences and brought them closer to our brand. This helped us to turn the tables in gaming with award-winning work for Xbox. Gears of War sold 1 million copies within a week of its introduction last fall, making it one of the fastest-selling titles in gaming history. Microsoft and McCann have

won Cannes Lions, a Clio, and OneShow and ADDY awards for our Gears of War advertising.

It's important to note our history with McCann. They helped us bring to life our mission and our purpose with the tagline "Your potential, our passion" and the "Realizing Potential" campaign, which debuted in 2002 and continues today in 15 countries around the world. They helped engage new audiences with the "People Ready" campaign, which kicked off in March 2006 in major markets worldwide and really defined our value proposition to C-level executives in business.

McCann has the range to address the wide variety of missions we ask them to take on, and they're not afraid to make themselves over to take on new challenges. They've brought in tremendous talent, particularly in the last two years; the talent bench just keeps getting stronger and stronger. I think I've got the strongest team ever right now. I really look at them as my partner—they're there for us through thick and thin, doing whatever it takes to help us succeed.

What I like best about our relationship with McCann is their honesty, work ethic and attitude. Their honesty means they are not afraid to challenge or to call it as they see it. We can be a tough client, but they stay focused on

the big picture and they get the job done no matter what. And their attitude is superimportant to keeping a perspective and creating great fresh work.

JOHN STRATTON

CMO

Verizon

Basking Ridge, N.J.



We've been working with McCann Worldgroup for three years now; they initially came on board to support our Verizon Wireless business. It was time for a change, and we went through an extensive review of agencies before we selected McCann. Three things put them over the top: Their insights were very significant and complementary to our own; they rounded out our perceptions and ability to see opportunities and risks; and the energy they brought to the business was very substantial.

Finally, the cultural fit of Verizon and McCann was very solid. Like us, they have a strong work ethic and a passion for winning, and they are very results-oriented.

Earlier this year we were in the process of consolidating our advertising efforts. The charter of all our agencies had been to create unique, compelling work for clients, but the result of that can be a fragmented presentation to the marketplace. We thought it made sense to name a core group of agencies to produce our work and, largely on the strength of the work they've done for our wireless division, McCann won Verizon Telecom and Verizon Business.

McCann has the ability to understand our advertising objectives and add their own insights to create a better final product. McCann is in the middle of everything we do on an external communications basis. The integrity of McCann's efforts is an important piece of how we operate the business.

On a day-in, day-out basis, the quality of McCann's work has been absolutely consistent with what they showed us in their pitch, which, in my experience, is a very rare thing. Add to that a tremendous energy and a passion for their work, and you get advertising that drives results. ●

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AETN salutes McCann Worldgroup
as it celebrates its 10th anniversary.

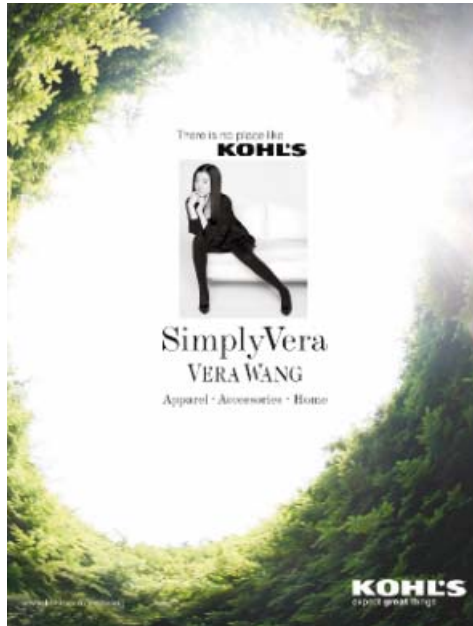
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WORLDGROUP PORTFOLIO

McCann Worldgroup innovation spans marketing categories and consumer points of contact via digital, print, TV, out of home, events, PR, design and media. Here are some examples:



RETAIL: Multimedia introduction of the Simply Vera, Vera Wang collection for Kohl's



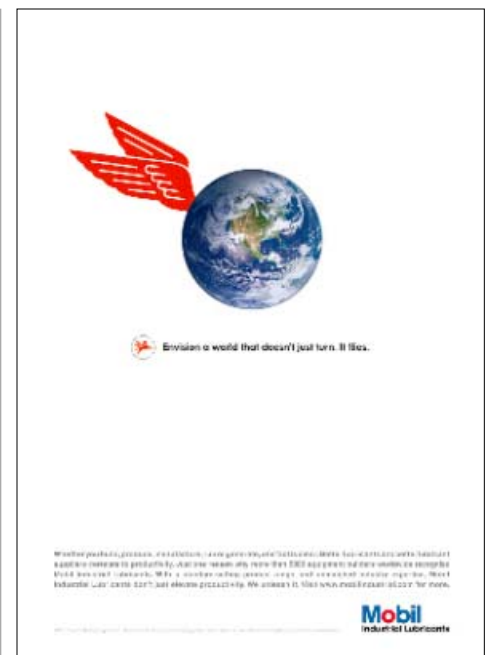
TECHNOLOGY: Global, multitiered "Realizing Potential" campaign for Microsoft Corp.



TRAVEL: Print from an integrated campaign for Cathay Pacific from McCann Worldgroup, Hong Kong



GAMING: Stunning "Gears of War" TV work for Xbox from McCann Worldgroup, San Francisco



FINANCIAL/SERVICES: Famous multimedia "Priceless" campaign for MasterCard resonates globally.



CONSUMER PRODUCTS: MRM's "Picturetown" site is at the center of a user-generated, experiential campaign for Nikon's D40.



PETROLEUM: Print ads from Colombia and Finland for ExxonMobil, McCann's founding client



FINANCIAL/PR: Weber Shandwick handled communications for MasterCard's successful IPO.



BEAUTY: After three decades, McCann's "Worth It" campaign for L'Oréal remains revolutionary and relevant.

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07

To our clients and our friends throughout
the world, we send a warm thank you.
You made it a memorable ten years.

McCann Erickson Worldwide
MRM Worldwide
Momentum Worldwide
McCann Healthcare Worldwide
Universal McCann
Weber Shandwick
FutureBrand

McCANN **Worldgroup**



AUTOMOTIVE: Corporate print for General Motors Corp.



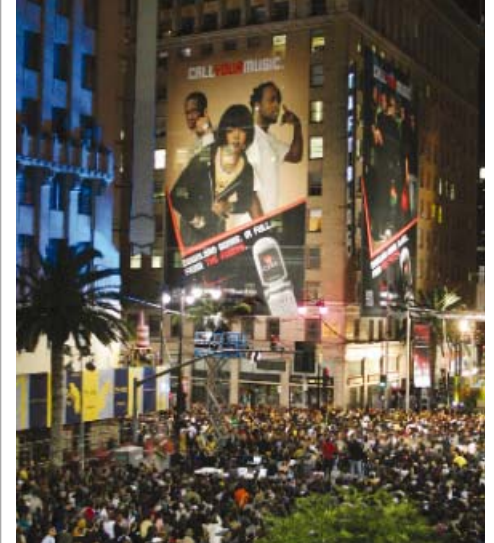
BEVERAGE/DESIGN: FutureBrand designed Nestlé's Nespresso display program.



DTC HEALTHCARE: McCann HumanCare and echo Torre Lazur launched Lunesta for Sepracor.



PACKAGED GOODS: India's astonishing "Happy Dent" cinema spot for Perfetti spread virally globally.



TELECOMMUNICATIONS/EVENTS: Momentum introduced Verizon V Cast by reuniting the Fugees for a huge block party on the corner of Madison and Vine.



PACKAGED GOODS/MEDIA: Universal McCann's "Lynx Jet" campaign for Unilever won the 2006 Media Grand Prix at Cannes.



HEALTHCARE: Australian print ad from McCann Healthcare Worldwide



TECHNOLOGY: Global "Chips" campaign for Intel includes digital, print and TV.



PACKAGED GOODS: Nescafé Gold print from the Czech Republic



PRO BONO: Brazil's outdoor ad for the Salvation Army captured a Bronze Lion.



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