

# AGENCY INNOVATORS

## rob hughes

Managing Partner, North & West China  
MINDSHARE, BEIJING



A native of Scotland and now a Beijing resident, Rob Hughes characterizes himself as having an “eclectic” skill set, which he now recognizes is essential to innovative thinking in this bustling Chinese capital city. To the managing partner for North & West China of Mindshare, Beijing, there are no elements of popular culture or ancient history and art that cannot affect solid marketing and media strategy in the “Middle Kingdom.” If he has a mantra, it would be “there’s always lots of room for creativity.” He refuses to believe that everything in advertising has already been done before; he simply sees such an attitude as the definition of complacency. Very aware that every CEO wants a “China answer,” he spends time with business types from media owners to industry analysts who regularly knock on his door to better understand the country’s dynamics or, more important, to sort out the legends about growth from the reality of marketing. Hughes feels he must be brave enough to “recognize how to connect the dots, because,” he says, “they’re really not numbered.” And he often feels the need to serve his clients fairly by marshaling expectations about China. This may be one of the few markets that requires a look at absolute numbers, not just growth percentages, he believes. “Two percent market share may not seem like much, but when a company sees it in terms of the number of units, the picture generally changes,” he says. ●

## ean shearer

Associate Media Director  
DENTSU INC., NEW YORK



The Toyota story in the U.S. is mostly a retail one; however, Toyota Motor Corp. wanted influencers and policy makers to know about its role as a good corporate citizen. The job of making an emotional connection with the civic and socially-minded and of portraying Toyota as a great company that happens to also make great cars fell to Ean Shearer, associate media director, Dentsu Inc., New York. Believing that many corporate image campaigns are underleveraged, he and his team set out to develop the message in ways that would allow people to interact with the brand image incorporating the expression of thought and ideas in many spheres of influence—business, government, philanthropy, social responsibility, and lifestyle. The strategy evolved to become a multilevel representation of Toyota’s position through print, television, online, and sponsorship. Shearer believes that the development of target segmentation as an emerging trend in the media and account planning process often requires new tools to demonstrate viability to a client as well as building strong bridges with the media. If Toyota is any example—and it is—the efforts are paying off: Toyota’s message is resonating in the U.S. market. ●



## steve traveller

International Media Group Head  
STARCOM, LONDON

“Think beyond the numbers” is the mantra of Starcom London’s Steve Traveller when it comes to media implementation, or planning and buying. Traveller says demographics only tell a part of the story. Very important in the media process is lifestyle, he believes, as well as trying to gauge how a target might actually interact with media, especially on the weekend. Even though his client, the global banking giant, UBS, especially wants to reach high-net worth individuals, Traveller often looks beyond the C-suite to achieve the bank’s objectives. Many people with more than \$1 million to invest may be retired or have inherited their wealth, so travel, culture, and life experiences may be far more important to them than business activity, he explains. In working to connect with the passions of wealthy potential customers around the world, Traveller often takes some risks by looking for opportunities that may not be measured by the usual media methods. But he has his own yardstick, and it’s the “affinity” for key interests. So, for example, in Latin America, he recognizes that a small magazine serving golf club members in Chile or country club members in Argentina may be a perfect fit. He also works to encourage measurable results through some form of response mechanism. “After all,” he says, “with a potential UBS client, one telephone call could just pay for the entire campaign.” ●