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FRANK PERDUCE knows a lot about chickens, so you can believe him when he says: It takes a sexually excited man to chick hearty. He does n't really mean it . at least in such a way. His advertising agency got sloppy when it translated his slogan – It takes a tough man to tender chicken – in Spanish. I think someone thought they could translate exactly that, says Bert Valencia, assistant professor of marketing at Texas Tech University. They forgot about double entendres and slang. Such is the travail of many companies turning their attention to one of the country's fastest growing markets: 20 million Hispanic-Americans. Many of the mistakes come about because marketers are using someone who learned Spanish in high school to do their translation, Valencia says. Breweries seem to have the worst problems. Budweiser became a beer queen, but another brewery boasted that it sold beer that would make you drunk. One light beer boasts of being stuffed. We loved it the most: Double meanings take their toll. One food company advertises a huge burrito like a burrada. It's a big mistake. Then again, maybe the company should be praised for truth-in-advertising. Nothing empty TV – someone disconnected the entire ad business! When it comes to spending – whether the medium is television, print, or internet – the boom time is over. Customers wonder if agencies understand their problems, and consumers wonder why they should pay attention to what Madison Avenue produces. Six ads internal to take industry into account. John Dooner Job: Chairman and CEO of Org: Interpublic Enterprise Group Place: New York, New York Three words to come up in the industry: branding, global and integration. To build relationships between a brand and a consumer, you need more and different touchpoints. Advertising is no less important; it is only that other means of communication are becoming increasingly important. This means that advertising will probably remain the main tool of the future. Integration is one of the biggest challenges facing the industry. We need to find ways to work together to make people self-confident in their desire to solve brand problems rather than their individual industry needs. The challenge is at the level of activity, not the holding company – which is just a bunch of lawyers and bean counters. Several questions frame that challenge: Do you capabilities at the highest level for other types of marketing media? Do you have a way to appreciate their relative importance? Do you have a way to integrate them to create an optimal combination? Then there is the other side of the equation: Are customers organized so they can get an integrated marketing solution? It's an exciting time - a time for rigorous experimentation. The only way we will lose our meaning is if we stop learning and start thinking, Hey, the only way to do that is the way we always did it. John Dooner (jdooner@interpublic.com) is chairman and CEO of the world's largest advertising conglomerate. Dooner, who has held the title for about one year, completely reorganized the holding company to better ensure integrated communication after traditional advertising. Before joining Interpublic's executive ranks, he was chairman and CEO of one of its global advertising networks, McCann-Erickson WorldGroup. C.J. Fraleigh Job: Ceo, Advertising and Corporate Marketing Org: General Motors Place: Detroit, Michigan Media dollars may be down overall, but the role of advertising is as critical as ever. The world continues to get more competitive and more cluttered. In order to succeed in this type of Darwin environment, businesses must constantly find new ways to stand above the crowd and communicate with the consumer. For this reason, we have not made significant cuts in media spending. In fact, we recently launched a brand new Cadillac campaign. Traditionally, Cadillac is not the coolest or most important brand for people in their twenties, thirties, and forties. But we just spent billions of dollars producing some of the most innovative vehicles in the world, so now is the time to come out with a whole new advertising campaign. More than anything else, we need ads to create an emotional connection with consumers. Emotions grab attention – and end up selling products. Last year, U.S. market share grew for General Motors, and the company made the money. We are the only domestic car manufacturer that can make this claim. We started doing the products that people need, not the products that people want to have. Advertising is crucial: it tells the story in such a way that the product becomes completely connected to people's lives. When the ad didn't work, the client was usually not clear about the strategy that he wanted the agency to deliver. C.J. Fraleigh, who became General Motors' new advertising chief last year, is responsible for the largest corporate advertising budget in the United States. In 2000, General Motors spent nearly \$3 billion on television, print and outdoor advertising in the United States. Bob Schmetterer Job: Chairman and CEO of Org: Euro RSCG Worldwide Place: New York, New York Advertising has been an inflection point not only because of the last year alone, but also because of the last five years – and the next Years. From smarter consumers to changes in digital technology and structural advertising on a global scale, the convergence of major changes has created a period of renewal. The advertising industry needs to understand that it is no longer in the advertising business. For those who understand our core competence, this is a time of tremendous opportunity. Our value is the ability to leverage creative firepower in the most expansive ways possible. In many ways, business is a brand. People tell me that there are only two or three acquisitions to be made because there are only two or three independent agencies. That's true if you're in the advertising business. But entertainment, for example, will play a major role in future brands. But the problem remains: The main selling offer for our industry is our people's talent and attitude. At a time of great change and uncertainty, how do you keep these people feeling good about their work? It's easy to believe that the business is working because you did some business and bought some companies. But that's not why it works. The only reason it ever works is because talented individuals are hard at work. And the best leaders in these troubled times have a good memory of what life was like before, and a good vision of what life will be like after that. Bob Schmetterer (bob.schmetterer@eurorscg.com) runs the fifth largest advertising agency in the world. Euro RSCG invoices \$13 billion and customers that include Intel, Volvo and WorldCom. Schmetterer, who became the agency's chairman and CEO in 1997, has been called a creative dreamer in the advertising age. Shelly Lazarus Job: Chairman and CEO of Org: Ogilvy & Mather Worldwide Place: New York, New York Reat the industry is not fighting for a new set of principles or giving up those that made it great from the start. It's simply in the middle of a business cycle. I don't think it's deeper than that. And despite the economic downturn, I'm having more fun today than at any other point in my 30-year advertising career. The game is more interesting and relevant than ever. Consider the value of an ad agency. We help build brands, and the brand is the most critical asset for the company today. Of course, we are under closer scrutiny from customers, but accountability means reliability. Responsibility within the economic model brings us into the client's boardroom and makes us more important business partners. That said, I'm not sure agencies are paid in a way that matches the value we create. I also think the industry is being held to the standards that no other set of professional services companies are held to: That is, we usually can't work for competing companies. If I work for a company that produces coffee, but I happen to sell my breakfast cereal, is it fair for my client to insist that I don't work for a competitor's coffee brand? In this age of consolidation, such a conflict increasingly limits business opportunities. Shelly Lazarus, who became a The CEO of one of the world's largest advertising agencies in 1996, has spent almost his entire career at Ogilvy & Mather. During her tenure at the agency, she has worked for several blue-chip clients, including American Express, IBM, and Kraft. Lazarus is the former chairman of the American advertising agency. Lee Clow Jobs: Chairman and Global Creative Director, TBWA Worldwide Org: TBWA\Chiat\Day Place: Playa del Rey, California One of the advertising business reality is that 90% of the work is always terrible. There are only a handful of creative agencies that have maintained the integrity of the business so we can all go home at night and feel good about ourselves. But even all the most creative agencies lose accounts and feel a sense of extortion of financial pressure. The industry is a deeply creative fall. It's harder to say: Damn it, we're coming today to work on a huge idea! If we want to see the next creative revolution, we must return to it. There will be another revolution. But it doesn't come just because the advertising industry finally gets its together. The stronger strength behind it will be an increasingly sophisticated media audience that requires more innovative messaging to grab its attention. In the past few years, the advertising industry may have become a numbers and money game rather than a purveyor of creative thinking, and it may be more characterized by confusion and self-doubt than clarity and trust. But we can head in the right direction if we return to the basic tenets of media art. After all, intellect and creativity in this industry are very powerful forces, and if we can come back to dedicate ourselves to that intellect and creativity, then we can figure out our role in the future. Lee Clow, whose career spans more than 30 years at TBWA\Chiat\Day, blew the door off of the media world with a commercial called 1984 for Apple's Macintosh and later with the Think Different campaign for Apple Computer's comeback. He holds a spot on the Ad Age's Top 100 People of the Century list. Dawn Hudson Job: Senior Vice President, Strategy and Marketing Org: Pepsi-Cola North America Place: Purchasing, New York What is wrong with advertising? As a client, I need to hear more about Hei, here's the idea! If advertising agencies are truly an idea for business, then they need to shed a completely old mentality simply to make ads. They are starting to turn in this direction, which is actually a return to what the industry has always been about: creativity. I want an agency that is creative enough to help me reinvent my overall business. A lot of agencies understand brands and how to reinvent them, but I'm not seeing the kind of big picture thinking that will help customers use several ways for people to experience brands. Besides, the other challenge that keeps me at night is there's a really great brand vibrant. We're pretty good at coming up with new products and reaching new consumer groups. But how can I grow a big kahuna like pepsi? Today, the average American receives over 3,000 marketing messages a day, and I would argue that advertising has never been more relevant. As people's attention covers shortening, there's an even greater need for a long-lasting brand. Of course, the challenge is to create campaigns that will last ten years. The future of advertising is with passionate brand advocates who not only give ideas to their customers, but also help them understand how to communicate these ideas in a truly integrated way. Dawn Hudson has overseen Pepsi-Cola's brand strategy and marketing its North American division for the past four years. She is also president of the Association of National Advertisers Inc. and has been named in the Advertising Age Power 50 list twice. Twice.

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