



TOTAL BRAND MANAGEMENT



Identity Branding Forum (IBF)
... Expanding your global pie share

- Forums
- Awards
- Knowledge
- Services – Consultancy, Design, Valuation & Service Level Agreements



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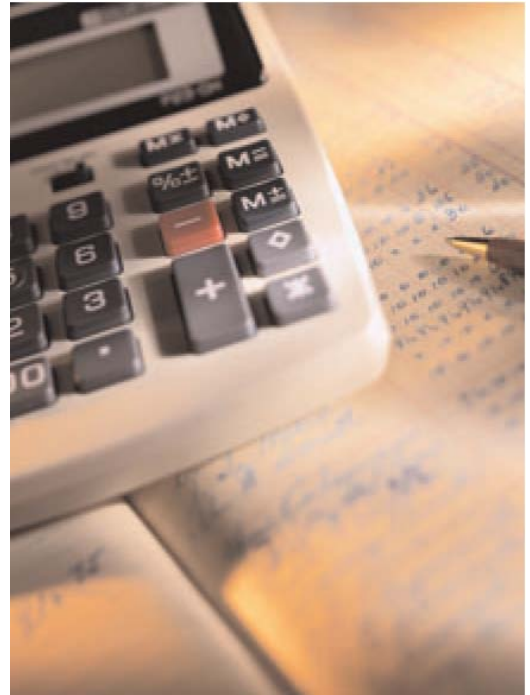
BACKGROUND –

We are a full service, multicultural brand management organization. Our proprietary protocol for **Building Brand Value** has led us to significant creative recognition in the United States, and internationally.

For years, we have been building long and durable relationships with our clients, our community, our suppliers and the media.

Through our international affiliations, we have created a network of affiliates with whom we partner to gain access to market and consumer information in over 120 countries.

We can do everything from analyze and place media to produce integrated communications in just about any region — and any language.



MISSION –

Our mission is to use our talents and savvy to achieve Total Brand Management for all of our clients by managing their complete Brand Envelope.

We have cultivated a team of enthusiastically talented, voraciously curious people who all have a leadership role in bettering our clients' brands.

PHILOSOPHY –

We are in the business of making our clients' brands more valuable. Through our commitment to strategy, creativity and technology, we create startlingly original and effective marketing solutions for our clients.

The Seven Points of **Brain Darts®** – the guideposts we use to *Build Brand Value* – are fundamental:

- All about them
- Hearts then minds
- Make it simple
- Make it quick
- Make it yours
- All five senses
- Repeat, repeat, repeat

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OUR STRENGTHS –

Rather than simply selling a particular product or service, it is our ability to look at our clients' business from a total brand management approach that sets us apart from other companies. We add value to our clients' product or service by making the product or service more meaningful to their customers.

Our specific key strengths are: creativity; use of technology (both online and off); knowledge of the multilingual, multicultural world (we speak eight languages in-house and have affiliates to call on around the world), design and aesthetic sense and rigorous agency management practices.

Of course, our **Building Brand Value** program is our most unique attribute. Thanks to this proprietary protocol, we are able to bring a refreshingly effective and strategic solution to our clients' marketing challenges.

OUR EXPERIENCE –

Our team of experts has over 300 years of combined experience in the field working with some of the well known international brands –

- **Manufacturers** - Nike, Samsonite, Black & Decker, Sony Ericsson, Agfa, Apple, IBM, Kodak, Trend USA, General Motors, GTE, Levi's 501 jeans, O'Neil and Gotcha surf wear, Hasbro, Volkswagen, Honda, Halo and Hallo II



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- **Publications** - Wall Street Journal, Barron's, Travel Agent Magazine, MapQuest, Rolling Stone Magazine, Playboy Magazine
- **Media** - Showtime, Discovery Channel, PBS, HBO
- **Travel & Tourism** - Sol Melia Hotels, Burger King, Best Western International, Breezes, Comfort Inns, Clarion Hotels and Resorts, Disneyland Resort, Disneyland, EconoLodge, Grand Lido, Hedonism, Hilton Hotels, Quality Inns, NASCAR, Rodeway Inns, Sleep Inns, , FLAUSA, Californian Division of Tourism, TIA See America, Walt Disney Travel Company, British Airways, Air New Zealand, HelmsBriscoe International, Alaska Airlines, Horizon Air, DRAGONAIR, Aloha Airline, Air North, Utell International, Canyon Ranch Living (real estate), Coconut Grove Partnership (tourism), Greater Miami Convention & Visitors Bureau (tourism), Greater Miami and the Beaches Hotel Association (tourism), Kissimmee Convention & Visitors Bureau (tourism), TAM Travel/Costa Rica (tourism), Alamo
- **Communications** - Southern New England Telephone, AOL, AT&T, Bell Atlantic
- **Financial** - AAA, American Express, Citigroup, Charles Schwab, Hemisphere National Bank, BankUnited, Commerce Bank, MasterCard, Banco Mercantil in Venezuela, Franklin Templeton Investment, mortgage.com (an online Mortgage banking company),
- **Education** - MIT School of Business, Harvard Medical School, Florida International University, California State University, University of Miami Center for Non-profit Management (pro bono)
- **Health** - University of Miami/Jackson Memorial Medical Center (healthcare), VITAS (healthcare)
- **NGOs** - CREW (Council of Real Estate Women), The United Way, WITI (Women in Technology International), Salvadoran American Humanitarian Foundation (pro bono),
- **Destinations** - MIAMI City, Costa Rica
- **Governments Agencies** - US Department of Interior, Swedish Postal Service,
- **Movies & Entertainment** - Michael Jackson white glove, Movies (Aliens, Jurassic Park, Rocky, Romancing the Stone, Raider of the Lost Ark, The New Planet of the Apes and Moulin Rouge), TV shows (E.R., Friends)

The first thing you should know about *us* is that brands are in our blood. We have built a positive reputation through long-term relationships with our clients. We take the greatest pride in being able to offer our clients counsel on various business concerns.

OUR CAPABILITIES –

MARKETING ANALYSIS

Our strategy development process begins with a briefing and analysis period at the start of each new client relationship and is repeated as needed to periodically address changing business needs.

First, we get our client's perspective on their business – marketing goals and objectives; customer profile (demographics, psychographics, trading areas, and other qualitative considerations);



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historical perspective; research on current customers, lapsed customers, and non-users; successes and failures; and what they believe to be the equity and essence of their brand.

After this initial client audit, we prepare a detailed competitive analysis that highlights market brand position, media spending and share-of-voice, and opportunities to exploit competitive weaknesses and client strengths. Our competitive study uses the CMR (Competitive Media Reporting) Strategy System for media and VMS (Video Monitoring Systems) for creative.

We gauge where the brand stands on the consumer radar and develop a context for our clients' brands. To that end, we continuously analyze cultural, consumer, and market trends to evaluate our clients' brand saliency. To us, marketing is not simply putting a name out there; it involves staying abreast of the factors that may potentially affect the meaning or context of our clients' brands.

MEDIA EXPERTISE

We provide full planning and buying prowess for both traditional and non-traditional media.

To provide our clients the best media minds and services available, we formed a strategic alliance with major media companies in the USA and around the world. This alliance provides access to more than 100 media specialists with local, regional, national and international expertise.

We don't view media as a commodity, but rather as an integrated process comprised of three equal parts:

1. PLANNING

Our planning process is designed for optimal effectiveness and efficiency. We develop creative media solutions to address our clients' objectives, not merely to be creative. Our media specialists are experts at defining the problem, structuring the strategy and carrying out the details to achieve maximum ROI for every media dollar.

2. BUYING

Our buyers are assigned to specific markets, ensuring the best economies of scale for our clients; complete local market knowledge; ongoing competitive intelligence and the ability to capitalize on long-standing media relationships.

3. STEWARDSHIP

We're not just order-takers. Once the media plan is executed, it remains under our continuous control. Stewardship requires monitoring audience delivery, whether in print or broadcast media, to guarantee that the integrity of the plan is maintained. This stewardship includes monitoring deficiencies, circulation and positioning guarantees, and, if available, pre-and post-awareness studies.



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As standard practice, we negotiate value-added and promotional programs on behalf of all of our clients. We have an entire department dedicated to sponsorship and promotions. We seek out opportunities that are of low-or no-cost, extend the paid advertising schedule, and provide tangible results.

MEDIA PLANNING PROCESS

Our strategic process begins with receipt of the media budget, identification of advertising/marketing objectives and strategies, identification of target audience(s) and recognition of market factors such as promotional periods, seasonality, etc.

Then, planning begins, including selection of media that will best (most efficiently and at the right times) deliver the messages. We use a quantitative analysis to identify markets that represent the greatest opportunity for return on advertising investment. The BDI (Business Development Index) analysis is the strongest method to determine which markets should receive advertising support.

The BDI method is based on the ratio of market performance to market population. Advertising dollars spent in strong markets (well-penetrated, greater performance) will yield greater ROI. The size of a market automatically factors cost (and therefore, efficiency) into the equation.

MEDIA RESEARCH TOOLS

Through our strategic partners, we have media research tools available worldwide.

Our media department's own standards require that they negotiate a variety of potential opportunities for our clients - online presence, bonus ads, access to database, frequency discounts (at higher frequency levels than actually using), removal of short-rates, if needed, due to cancellations, promotions, etc. With those media buys where a publication/company has multiple properties in various mediums, we negotiate exposure in all media outlets (i.e. print, online, TV, etc.) to garner added-value opportunities for our clients. Media staff is responsible for all post-buy analysis, credits, reconciliation and billing. We protect the client's advertising investment, ensuring that they only pay for advertising that ran as ordered.





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RESEARCH CAPABILITIES

We believe the best way to build brands is to blend state-of-the-art strategic planning disciplines with a deep sensitivity to customer insights to create sustainable competitive advantages for our clients' brands. This requires a disciplined approach to:

- **Understanding category drivers nationally and regionally.**
- **Defining a brand's core essence.**
- **Generating and applying consumer insights.**
- **Developing brand positioning and its motivating brand benefit.**
- **Evolving a brand's value proposition, and**
- **Designing effective strategies for communications and service delivery.**



Depending upon the client and assignment, we conduct in-house research and supervise contract suppliers to perform and analyze market research. In addition to conducting traditional market research, we take the lead in developing more nontraditional, "guerrilla" research methodologies that allow us to explore our clients' business, consumer, and the marketplace from unique perspectives.



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RESEARCH TOOLS

Our research tools and outputs are designed to build on our clients' existing understanding of their market environment and target consumers. Examples of specific tools include:

CATEGORY DRIVER MARKET MAP

Defines the key influences driving growth or decline in a category; it helps identify competitive sources of business and underlying consumer values that impact destination selection.

ACTION INSIGHTS

Fundamental understanding of basic target consumer wants and desires used to derive strategies that potentially drive bookings. This disciplined process converts target consumer knowledge into the strategic drivers that motivate purchase

BRAND VALUE EVOLUTION

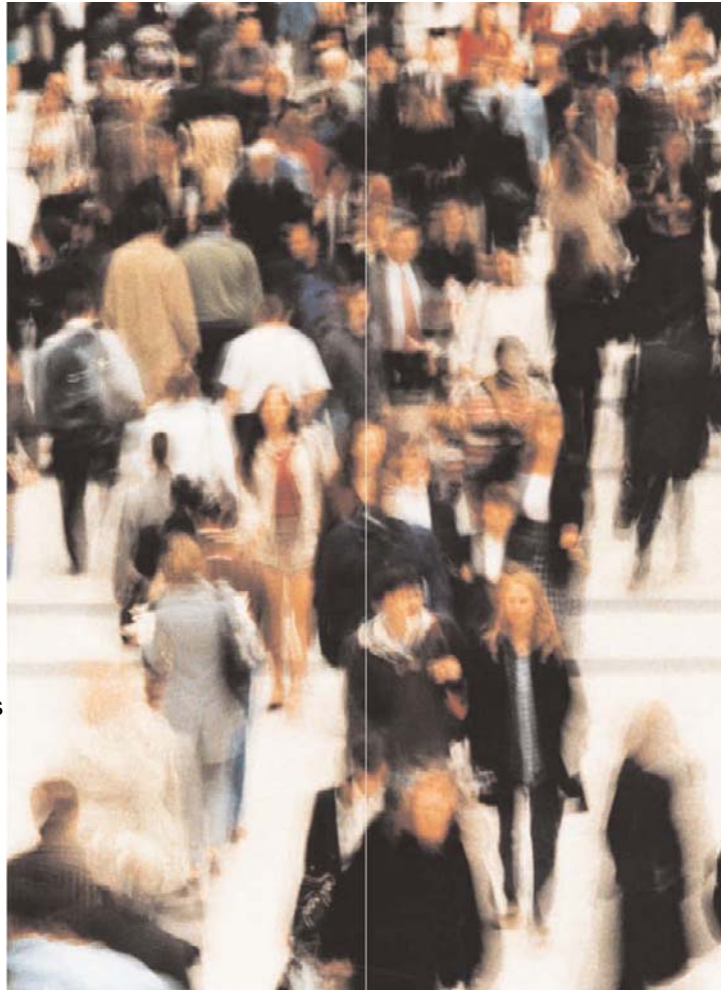
Provides a critical view of value in the category and how a brand delivers against an evolving value equation. This goes beyond the Category Driver Map to yield a deep understanding of the value the brand represents to consumers, where it excels and where it falls short of consumer expectations.

ACTION STRATEGIES BRIEF

A clear articulation of brand strategies that summarizes the communication or service delivery strategies on a single page; it Captures brand or project objectives, target consumer profile and action insights, consumer motivating proposition, specific expected outcomes and brand nucleus elements.

TARGET 360° IMMERSION

Walk in the shoes of the target consumer, usually in the environment in which they consume the client's product; it helps clients get a street level view of the target's world and see Action Insights at play. This is part observational research, part real time focus group and is particularly valuable to clients first exploring new consumer segments (e.g., Arab, Hispanics). This can open the door to new markets, visitor segments, and, ultimately, incremental revenue.





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CREATIVE PLANNING PROCESS

We have developed a five-step planning process which we apply to our clients' businesses. Following is a brief synopsis of our approach to creative development.

1. FAMILIARIZE

During the familiarization stage we inundate ourselves with information about the business, the consumer, the industry, the competitors, and the marketplace. Because it is our responsibility to develop effective and relevant ads for the product or service, we can do so only by understanding the context in which the product or service exists. We want to know as much about the business (and possibly more) as our clients before we embark on a creative strategy.

At this stage of the process, client input is of the utmost importance. Though we can gather secondary data and conduct primary research, it is useless unless we understand the context in which the information exists. To make sure we always meet or exceed our clients' expectations, we keep our clients involved from the beginning of the process.

After all, we like surprising our clients with our creative prowess, but we don't like surprising them with strategies and ideas that come out of nowhere.

2. HYPOTHESIZE

Once we gather all of the necessary information, our team (account planner, account service, creative, and media) brainstorms ideas and strategies based on the information learned. This is the time where all ideas are put on the table.

3. SYNTHESIZE

Though we may have come up with a list of 20 great ideas, we know that we can only successfully communicate one compelling Brain Dart to our target audience. Why? Because we know that consumers can only digest and, hopefully, remember a single message. So, we cull the list down to the most poignant message that makes the most sense for the brand, the business, and the consumer.

4. TRANSMIT

Once we have created the Brain Dart, we communicate the strategy and idea to the creative team. Most importantly, we must inspire them (through music, consumer quotes or video, articles, etc.) to develop a unique essence for the brand. The creative team develops several executions— all based on a unique strategy— that are then presented to our client.



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5. CONNECT

The last phase of the planning process, the connectivity stage, is concerned with understanding how this message is translated to our consumer. Our media team develops a media strategy that will resonate with the target audience. Part of the strategy includes guerrilla marketing programs and public relations opportunities to further the brand saliency.

Our strategic planning process and, in particular, our **Building Brand Value** protocol (see description herein below) will help ensure the achievement of growth in sales volume and market share.

THE 7 POINTS OF BRAIN DARTS®

The practice of creating Brain Darts works very well in advertising. But it also succeeds wonderfully in all interactions where it is important to get attention, get a point across and entice your listener towards your point of view.

1. ALL ABOUT THEM

Most people will listen to you when what you say benefits them. If you're doing your job right, you're either, entertaining them, educating them or enlightening them. Hopefully you're doing all three – especially if you want to persuade them. And hopefully your message is All About Them – directed specifically and solely at your audience.

2. HEARTS THEN MINDS

People accept an argument and buy a product for the same reason. They make a decision based on their emotional response and then justify their decision with the facts. To get someone to reach for their wallet, therefore, it is necessary to first tug at their heart.

3. MAKE IT SIMPLE

Thoreau wrote "Simplify, simplify." If he truly thought this was the best strategy, he would have just written "Simplify." Instead of adding feature after feature and muddling your message, "Make It Simple". Reduce your communiqué to its simplest essence.

4. MAKE IT QUICK

The world is speeding up at an incredible pace. If you want someone to listen to what you have to say you need Make It Quick. Say it as quickly, and succinctly, as you can.

5. MAKE IT YOURS

The easiest way to create your communications is to watch your competition and copy their



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successes. But at best all you'll do is announce your admiration for your rival and at worst, your viewers will think you ARE the competition. To Make It Yours, be sure that everything you communicate belongs to you and you alone.

6. ALL FIVE SENSES

It's not enough to simply show something or say something. The most effective communication entices all of your audience's senses. Figure out a way to have your audience feel, taste, touch, smell, see AND hear what you're saying. When you engage All Fives Senses you'll make a real impact.

7. REPEAT. REPEAT. REPEAT

Say it and then say it again. Because nobody has enough time in his or her busy day to sit down and concentrate on what you're saying, nobody's waiting around for your message. Repeat, Repeat, Repeat as often as possible to make sure your message sinks in.

SPECIALIZED SERVICES –

MULTILINGUAL EXPERTISE

Our capabilities comprise of advertising, event marketing and promotion, public relations, direct marketing, and interactive. What we provide our clients is a unique cultural expertise that best addresses the targeted marketplace. For example, we understand the complexity of a "group" that is commonly referred to as Latinos in the USA, but that truly represents Spanish-speaking audiences from countries as diverse as Cuba, Mexico, Colombia, Nicaragua, Venezuela, and Argentina to name a few.

We understand that relevancy in ethnic market comes from understanding the key cultural elements of attitudes, beliefs, and perceptions that come from the "social identity" groups we identify with the most.

When we develop programs, we look to solve problems for our clients by first and foremost understanding who the consumer is, where they are from, what their beliefs and attitudes are, and build off this knowledge to create relevant communication executions.

An example can be seen in our work for our client the Kissimmee Convention & Visitors Bureau, Florida, USA. The challenge we faced was a destination which many Latinos were not aware of, with no distinguishable differentiator. We worked with the client to develop an annual event, the Pan American Domino Tournament. Domino playing is a sport that is part of the fabric of many Spanish-speaking countries, especially Caribbean nations. You don't need to convince a Latino that dominoes is fun to play, you just need to point them to the table. And that is what we did; creating an event that is relevant to a Latino. Latinos will not come to Kissimmee simply because there is a domino tournament; they will come to visit the parks and will choose to stay in



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Kissimmee instead of Orlando, because there is something of interest to them.

DIRECT MARKETING EXPERTISE

Database and direct marketing are part of almost every one of our clients' advertising plans. Our approach to developing a database marketing program is gathering the facts; reviewing the situation (including objectives, prior experience and the client's own database); hypothesizing strategies; testing strategies and creative; and then evaluating results and drawing conclusions for future applications.

In direct, it all comes down to the quality of the data. We have the expertise and tools to help our clients reach their best prospects.

For the Greater Miami Convention & Visitors Bureau, Florida, USA, we use direct marketing online, on television and in print to promote vacation bookings on the Bureau's Web site, at the Miami Store (which we created) on Expedia and through the mail and phone. For seven years Discovery Networks (including Discovery Channel, Discovery Kids, Animal Planet, People + Arts and others) used direct marketing programs for their business-to-business advertising. And we managed all of it— in three languages.

Speaking of direct marketing of travel, the Web site we created for the Peabody Orlando is part of our direct effort to make it easy for meeting planners to inquire in detail about booking their groups at the hotel. It is enhanced by annual, targeted mailings to "fill in" open dates for the Orlando property. We are now extending this to the other Peabody properties as well.

COLLATERAL/PRODUCTION EXPERTISE

Our experience in producing collateral materials is extensive. In fact, *we are* well versed in producing all types of print and three-dimensional materials, from simple tri-fold rack brochures to complicated multi-color and multi-language media kits.

We produce full-digital mechanicals including pre-press work for all print production materials. These files are downloaded to the best service bureaus for high-resolution digital imaging and output. Once these electronic documents are completed and have passed our strict quality controls, we release the projects to printers who are directly supervised by our production managers. For print advertising, we can release ad files digitally or via our password-protected FTP server to publications around the globe.

Our production department is staffed by veteran professionals. They take our creative ideas and coordinate the production into a final product whether it's broadcast, print, interactive or collateral. Our production team works with the creative team to understand the work to be produced, coordinate its production, maintain quality control by inspecting all work at the various stages of production, and ensure that all work is completed on time and within budget limits.

We often mention being on budget and on schedule because we are very proud of our track



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record. We estimate every major project upfront and make sure proper materials are prepared and shipped as quickly as possible (often via the Internet). Because of this, we have always been within budget and on time with our clients' projects.

COOPERATIVE ADVERTISING

Because destination, travel and tourism advertising utilizes so much cooperative advertising, we've naturally done a great deal of it. In fact, we've built programs with just about every airline, attraction, rent-a-car Company, hotel chain and tour operator you can name.

For example, we've produced co-op advertising for The Peabody Orlando in conjunction with American Express, Budget Rent-A-Car and AT& T. We've also teamed up Discovery Channel Latin America with DHL and Konica. Still other co-op marriages we've arranged include: Hertz Rent-A-Car with almost every major airline and hotel chain; The Grenada Tourism Board with both BWIA and American Airlines; and the Greater Miami Convention & Visitors Bureau with both American and United Airlines.

TECHNOLOGY EXPERTISE

We offer seasoned in-house creative and technical development of online content in all its diverse forms, from simple HTML and Flash banner ad units to complex dynamic portals and emerging WAP-enabled initiatives. *Our* multilingual media authors, develops, programs and executes all of the following for our clients (and ourselves):

- **Web sites**
- **Multicultural user interfaces (UIs) / User metaphors**
- **Back-end database integration**
- **Interactive presentations: browser, CD-ROM and DVD-based**
- **Intranet creation and consultation**

Our Interactive department also oversees our internal and external communications systems; is responsible for integrating technology into the operation of the organization; integrates client e-mail systems; develops Adobe Acrobat® document libraries for client needs; and handles Internet consulting, both internally and for our clients. Over the past decade, *we have* earned consistent accolades as an industry innovator when it comes to new media and digital design. The list of feature articles and mentions of our technical restlessness is formidable. Today, we're hosting sites and creating some of the most cutting edge work on the Web.

We have created Web sites and interactive presentations for Discovery Networks Latin American/Iberia, Greater Miami Convention & Visitors Bureau, Peabody Hotel Group and The University of Miami. We have also consulted extensively on the site for Sony Latin America, most recently working in tandem with PriceWaterhouse Coopers to create the User Interfaces for Sony's Sony Style Web sites all over Latin America.

We are also escorting our clients into the brave new world of myspace, youtube, and Google analytics.



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We should add that we have not just sat back and left the deal making to someone else. We've been the orchestrators, often handling the lion's share of negotiating and coordinating on behalf of our clients.

Experience –

Brief case history of successful branding W O R K for our clients past and current:

LANCHILE AIRLINES

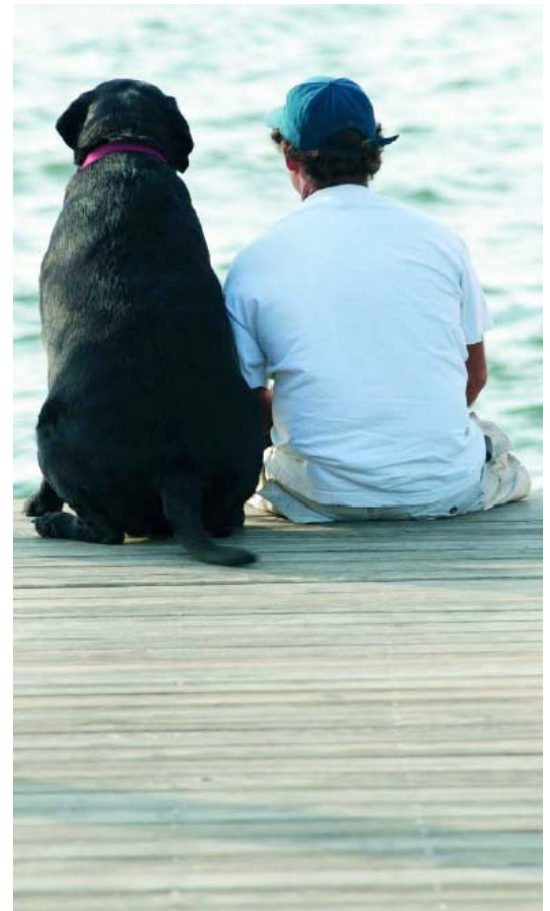
LanChile, the national airline of Chile, is the second largest airline in Latin America. To preserve that share and increase its status, we developed a media advertising campaign that established the corporate image of LanChile as the paragon of Chilean hospitality.

ALABAMA GULF COAST CONVENTION & VISITORS BUREAU

The laid-back Alabama Gulf Coast faced the daunting task of differentiating itself from the well-known Florida Gulf Coast. We identified families within driving distance of the Alabama Gulf Coast as our target and developed a campaign that struck close to home. Using a motif of a white picket fence in the foreground, our headline read: "Come play in our backyard." Record numbers of families did just that.

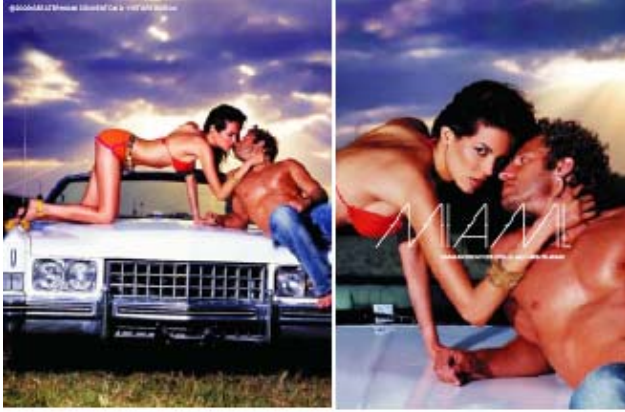
RADISSON SEVEN SEAS CRUISES

Radisson Seven Seas' brand essence was all about offering the perfect balance between on-board comfort and up-close contact with exotic destinations. RSSC passengers think of themselves as "travelers," not "tourists." With that in mind, we developed a campaign under the theme, "Luxury Goes Exploring." Through elegant copy and impactful imagery, the ads created an essential emotional link with slightly humorous headlines that truly differentiated Radisson's brand from the sea of look alike cruise ads.





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GREATER MIAMI CONVENTION & VISITORS BUREAU

Situation

After ten successful years of convincing tourists that Miami was the “it” destination, we were faced with a new reality. The combination of a post-9/11 economic downturn and the perception that Miami had lost some of its celebrity-driven chic resulted in a drop in visitor numbers for the first time in 12 years. We knew we needed to act quickly and decisively to change perceptions and reinvent the Miami brand.



Brain Dart®

We turned traditional travel marketing upside down and looked to the fashion industry for inspiration. Rather than show well worn images of sun and sand, our new ad campaign features beautiful models dressed in beyond trendy fashions enjoying themselves in a variety of uniquely Miami settings. In the style of Dior, Gucci and Prada, our ads are almost completely devoid of copy. And like the hottest designer products, Miami suddenly becomes an aspirational brand – something you don’t necessarily need, but you just have to have.



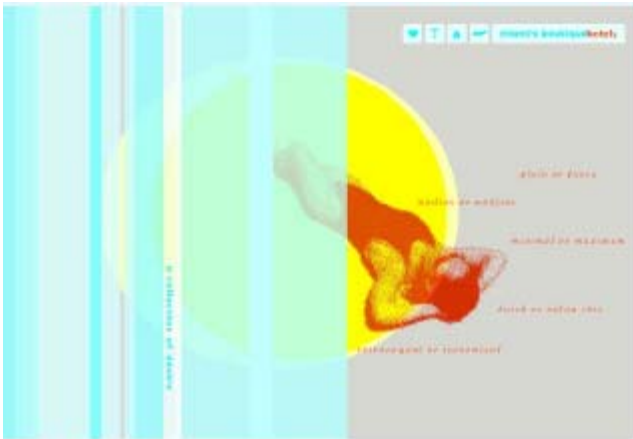
Results

Miami is ranked #1 in growth for both hotel occupancy and average daily rate among the top U.S. Markets (based on total rooms). But even more significant is the fact that Miami is also #1 in growth for RevPAR (Revenue Per Room), the figure used by the hospitality industry to measure business success.



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MIAMI BOUTIQUE HOTELS



Situation

Miami boasts one of the finest collections of boutique and small size hotels anywhere. Many are located in trendy South Beach. Boutique hotels are typically under 125 rooms, located in historic districts, feature unique architecture and interior design, and are considered ultra chic and edgy.

The Greater Miami Convention & Visitors Bureau established a marketing initiative to help promote these unique little gems, most of whom don't have the budget to promote themselves independently.



Brain Dart®

Our job was to introduce the concept of small and boutique hotels in Miami and brand the hotels as a collection of properties.

We designed a brochure that was reminiscent of the 1940's and 50's, considered one of the heydays of Miami Beach. We looked to the Modern (MIMO) style for inspiration – texture, colors and patterns. The main purpose of the brochure is to drive traffic to the Boutique Hotel Web site where readers can discover a variety of products and offers.



Results

The program, now in its second year has been wildly successful. Traffic to the Web site is on the rise, along with occupancy and ADR (average daily rate)!



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1. Campy music under a nd throughout, bank ambience, footsteps



2. " Thanks to BankUnited's exceptional service, one of the first things to greet you



3. " But we unders tand..." Shoe squeaks



4. " ...old habits are hard to break."



5. " New customer."



6. " BankUnited. Your money would be happier here."

BANKUNITED

Situation

BankUnited historically used CD rates to focus on the blue-hair generation (that's AARP, not punk). We helped them target a younger demographic with aggressive new products – without alienating their current customers.

With 'service' as their compelling point of difference, we gave BankUnited a relaxed personality. It's responsible, but it makes lighthearted fun of itself and banking in general. No other bank in South Florida has the human and approachable personality of BankUnited.

Brain Dart®

Their first TV commercial, an Addy Best of Show winner, reminds consumers how conditioned they've become to unacceptable service.

It features a customer entering an unoccupied waiting line. Three tellers are ready to serve the customer, but instead he stands there fidgeting nervously, like banking experience has taught us all to do. A novice teller, concerned with his behavior, is put at ease when a co-worker informs her that this "unnecessary waiting phenomenon" is common with new customers. It all works together to reinforce BankUnited's new personality and tag-line "Your money would be happier here."

Results

BankUnited has become the fastest growing and largest independent bank in Florida.



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LANCHILE

Situation

In general, Latin American airlines have flighty reputations. Most are regional carriers with few connections and even fewer praiseworthy attributes. LanChile is the exception, but we knew it would be exceptionally difficult to convince the travel trade and most jaded travelers.

Brain Dart®

We needed to create a big identity for a Latin American airline with a lot going for it. So we focused on the facts, including LanChile's modern fleet, top-notch service, superior in-flight dining, and 27 well-connected destinations. And we did it in breakthrough ways that sent bookings soaring.

Results

The bottom line is that we positioned LanChile as the airline of choice to Latin America. And we did it on a tight budget and within even tighter time frames. Which goes to prove that when you've got the right client-agency alliance, the sky's the limit.



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DISCOVERY NETWORKS LATIN AMERICA/IBERIA

Situation

There are many cases of successful transformation during the six years of working for Discovery Networks Latin America (DNLA). But perhaps the most impressive of all is the creation of six channels out of one. Although it may sound presumptuous, the truth is that when DNLA started back in 1994, it consisted of only Discovery Channel. With the client's team, we worked together to launch Discovery Kids, People + Arts, Animal Planet, Health Channel and Travel & Adventure. The key to this successful endeavor was breakthrough creativity and a deep understanding of the market's idiosyncrasies and cultural subtleties.

Brain Dart®

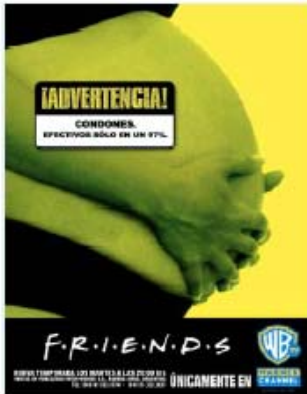
By the beginning of 2000, the family of DNLA channels had six members, all with record ratings, more than satisfactory penetration and most importantly, happy viewers that can not get enough Discovery.





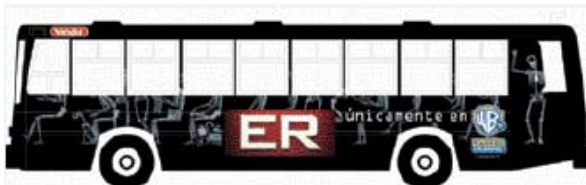
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WARNER CHANNEL



Situation

At its inception, Warner Channel Latin America's programming consisted primarily of animated cartoons and family-oriented movies. When the company merged with Time (owner of the hugely successful Cartoon Network), it decided to move away from children's programming and focus on the coveted Adults 18 to 34 demographic. Our assignment was to create a new brand identity for the company and develop a tune-in campaign for the season premiere of two popular U.S. programs, "ER" and "Friends". The challenge was how to introduce two programs that were well known in the United States to consumers in 23 countries throughout Latin America, while at the same time creating awareness of Warner's new programming mix.



Brain Dart®

With the help of our extensive network of partner agencies throughout Latin America, we created a series of simple, but engaging Brain Darts that definitely hit the mark. For the new season of "Friends" where Rachel finds out she's pregnant, we created a teaser ad featuring a shot of a pregnant woman's belly with a warning that condoms are only effective 98% of the time.

For "ER", the ads, placed on the sides of buses, appear to show x-ray images of passengers sitting in the seats. The campaign launched via a combination of print and outdoor/transit media.



Results

Our tune-in campaign got viewers to do just that. Since the season premiere of "Friends", Warner's audience increased 127%.

In Argentina, the broadcast recorded a 1.5 share, surpassing second place Fox Kids with a 0.4, while in Mexico the broadcast beat out the popular People + Arts Channel. According to IBOPE

International, Latin America's primary media measurement company, Warner Channel was ranked third among the measured networks with 0.29% points in prime time.



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Experience with managing response to changing market conditions caused by crises such as war, natural disasters, etc.

We have created crisis management programs that helped Miami overcome the negative publicity of heinous crimes against our tourists, Hurricane Andrew and the effects of the Cuban immigration crises in South Florida.

One of the best examples of our ability to respond to changing market conditions and overcome specific image challenges is our post September 11th initiative. The following case study highlights our approach to understanding and solving the marketing challenges of the 9/11 crisis.

BACKGROUND

The events of September 11th greatly affected the tourism sector across the country. Miami was particularly affected primarily because a full ninety-seven percent (97%) of Miami's tourism business is based on the fly-in market. All of a sudden, shock, fear, and security issues were keeping consumers closer to home. As a result, hotel occupancy rates here immediately dropped to as low as 22% (versus more than 80% during the same period in 2000).

Almost immediately, the Greater Miami Convention and Visitors Bureau (GMCVB) and our team convened a meeting where we discussed what our response could be. After consulting with our local tourism and governmental partners to clearly define our goals, we responded with a concept that appealed to an essential human desire - the need to connect with the ones we love.

MARKETING OBJECTIVE

Our goal was to increase Miami's visitor count and hotel occupancy rates without lowering the properties' ADR (average daily rates).

OUR CREATIVE SOLUTION

To understand our strategy, take a minute to think back to that terrible morning. If you're like most people we spoke to, immediately after you realized what was going on, you either got on the phone or on e-mail to contact your loved ones and make sure they were all right. After all, in the face of such an overwhelming tragedy, the one thing that tied us all together was our need to connect with the people that mattered to us the most.

With this in mind, when it was time to market Miami, we asked potential visitors a very simple question: "What Makes You Happy?"

While they pondered our question, we showed them how they could find whatever it was they cared about in our part of the world.

Using beautiful pictures and poetic text, we emphasized the opportunity for consumers to bond with their loved ones in our warm and welcoming community.

How was this approach different from what we had done before? Quite simply, we went from our pre-September 11th strategy of exploring Miami's excitement and to our new tactic of promoting our city's unique bonding opportunities.

Although we used the same physical amenities, we now presented our wonderful features in a whole new way. For example, where we used to show our lush green golf courses and talk about



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the challenges of conquering our links, we now showed a father teaching his young son how to putt and asked the viewer "When was the last time you played a game of golf and didn't care about the score?" Where we used to show beautiful people in bathing suits frolicking on our endless beaches, we now showed a mother and her toddler daughter laughing in the surf under the headline "When was the last time you giggled?" And in another ad we showed a grandfather and granddaughter building a sandcastle under the headline "When was the last time you built something that would last forever?"

The entire campaign was created and completed and we were on the air in just three weeks. Soon after our ads hit, other destinations started advertising for tourists, too. But they were imploring people to visit because it was the patriotic thing to do, or offering visitors discounts and deals to jumpstart new trips, or pretending that nothing out of the ordinary had happened and that their customer was the same as before the tragedy. What those advertisers all ignored was the basic human emotion that could actually get people to take a trip

AND to feel better about themselves and their situation; that is: stopping to ask "What Makes You Happy?" Because our goal was to make Miami accessible and desirable from an emotional and practical perspective, and because consumers were now hanging on to their wallets, our campaign was supported with promotions to incentivize consumers to visit Miami. To make booking a trip as easy as possible, we partnered with Expedia to build the first-ever online booking engine where consumers could immediately book their Miami trip directly on the Internet.

RESULTS

Did it work?

Quite simply, yes. During the first week of December 2001, our hotel occupancy rates climbed above those from before September 11th even though the weather in the Northeast United States was still a quite temperate 68°. Most significantly, Miami-Dade County was the only Florida region to report such a reassuring trend.

