

# 2005

CMO  **SUMMIT™**  
COUNCIL 



Perfecting The Art,  
Advancing The Science

LONDON  
CONRAD HOTEL  
November 18-19

[WWW.CMOSUMMIT.ORG/LONDON](http://WWW.CMOSUMMIT.ORG/LONDON)

## **Welcome to the inaugural European CMO Summit 2005!**

This has been a remarkable year for the CMO Council. We have experienced exponential growth in our membership and worldwide representation and now reach nearly 2,000 senior marketing executives controlling more than \$50 billion dollars in annual marketing spend. Our membership has not only strengthened our roots in technology sectors but has expanded into related areas such as retail, consumer electronics, healthcare, and event marketing.

Our year began with the launch of the CMO Council in Europe and our membership rapidly grew to now stand at more than 500. During the year, about 800 of our global members joined us for Marketing Performance Measurement (MPM) Forums in seven cities including London, Munich, Boston and New York; and some 450 members joined us online for our Staging and Gauging Webinar. In the USA, we completed six fact-finding market surveys, including the Define & Align programme designed to benchmark the role of the Chief Marketing Officer.

At last month's U.S. Summit in Monterey California, nearly 300 of our members gathered, including some of the most prominent thought leaders, management figures, and subject matter experts in the marketing and branding field. The format featured interactive discussions and group invention sessions among peers providing a great opportunity for sharing insights, opinions and experiences.

In mounting its first European Summit, the CMO Council would like to recognise the important and valued contributions of our headline sponsors, media sponsors and publishing partners, as well as our Summit event hosts.

We look forward to a landmark two days and are sure that you will take advantage of this ideal opportunity to network with your peers.

Enjoy & Welcome!

Donovan Neale-May  
Executive Director  
CMO Council



Welcome

Dear Fellow Marketers,

Welcome to the inaugural European CMO Council Summit. The theme: “Perfecting the Art, Advancing the Science” couldn’t be more relevant given today’s ultra-competitive, 24/7 global marketing environment.

The Summit has a unique and unrivalled line-up of speakers from some of the top technology companies across the globe. We are enormously grateful that such busy senior executives have given up their time to share their experiences and know-how with us all.

The agenda for this year’s Summit addresses a wide variety of issues that are imperative to marketing organisations. It’s an agenda designed by the CMO Council European Advisory Board and addresses many of the dilemmas they see as being vital to immediate success in technology marketing.

In addition to stimulating and thought provoking presentations, the Summit is highly interactive. The debate and Q&A sessions give everyone the chance to test their ideas and theories, tackle their own individual problems or difficulties—all the time while learning from everyone around them.

Our goal is to allow you to take the information you’ve collected at this Summit and apply it to your own organisation to improve its performance and profit.

There’s never been a more challenging time to be a technology marketer, and I hope the first European CMO Summit provides you with the ideas and best practices to meet those challenges in your marketplace.

Sincerely,

Ian McCann  
European Director  
CMO Council

# Agenda

## Thursday, 17 November

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### Morning Sessions

- 8:00 a.m. NETWORKING & COFFEE**
- 8:45 a.m. **Welcome**  
Donovan Neale-May, Executive Director – CMO Council
- 9:00 a.m. **Keynote Presentation/Q&A**  
**“Marketing: The Art & The Science”**  
James Richardson, Senior Vice President, Chief Marketing Officer – Cisco Systems
- During the next session attendees will participate in an interactive presentation. This will include a provocative 20 minute speech, followed by 30 minute roundtable debates using interactive keypads to record notes and conclusions which will then be fed back to the group in a 25 minute summary with Q&A.*
- 9:45 a.m. **Interactive Presentation**  
**“Managing a Global Brand”**  
Ian Ryder, Vice President, Brand and Communications, EMEA – Unisys
- 10:05 a.m. **Roundtable Debates**
- 10:35 a.m. **Sharing of Conclusions**
- 11:00 a.m. COFFEE BREAK**
- 11:30 a.m. **Face-Off Presentation: “The Channel: What are the Choices?”**  
**“The Case for Direct”**  
Stephen Yeo, Marketing Director – Dell U.K.
- “Let the Customer Choose”**  
Katharyn White, Vice President, Marketing, Northeast Europe – IBM
- 12:00 p.m. **Roundtable Debates**
- 12:20 p.m. **Sharing of Conclusions**
- 12:45 p.m. LUNCH - sponsored by Unica**

Thursday, 17 November

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Afternoon Sessions

- 2:00 p.m.                    **Keynote Presentation/Q&A**  
**“Marketing in the e-World”**  
Lisa Arthur, Chief Marketing Officer – Akamai
- 2:45 p.m.                    **Interactive Presentation**  
**“Predicting the Market”**  
Vladimir Malugin, Director of Business Development and Research, DFIS, EAMER – Kodak  
Amanda Jobbins, Vice President, Marketing, EMEA – Symantec
- 3:05 p.m.                    **Roundtable Debates**
- 3:35 p.m.                    **Sharing of Conclusions**
- 4:00 p.m.                    TEA BREAK - sponsored by the U.K. Product Marketing Forum**
- 4:30 p.m.                    **Panel/Q&A**  
**“Sponsorships and Personalities – The Payback and the Pitfalls”**  
Martyn Lambert, Vice President, Marketing, EMEA – Avaya  
Graham Fleet, Managing Director, Consulting Division – IMG  
Helen Roe, Sponsorship Manager – Visa Europe
- 5:30 p.m.                    **Day One Summary**  
Donovan Neale-May, Executive Director – CMO Council
- 5:45 p.m.                    BREAK**
- 7:30 p.m.                    CHAMPAGNE RECEPTION - sponsored by Eloqua**
- 8:15 p.m.                    GALA DINNER - sponsored by Siebel Systems**
- COFFEE**  
**Keynote Presentation**  
**“MCI – A Turnaround Success”**  
Andy MacLeod, Senior Vice President, Managing Director, EMEA – MCI

## Friday, 18 November

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### Morning Sessions

- 8:15 a.m.**                    **NETWORKING & COFFEE**
- 8:45 a.m.                    **Keynote Presentation/Q&A**  
**“Delivering Marketing Value in the Boardroom”**  
Nick Barley, Senior Director of Business and Marketing Organisation – Microsoft
- 10:00 a.m.**                    **COFFEE BREAK**
- 10:30 a.m.                    **Panel/Q&A**  
**“Larger Than Life Marketing”**  
Moderator: Torsten Oltmanns, Global Marketing Director – Roland Berger  
Mark Brailey, Director, Marketing, EMEA – Intel  
Tony Kavanagh, Vice President Marketing, U.K., Ireland, South Africa – Oracle  
Frans Scheper, Senior Vice President, Chief Marketing Officer – Philips Semiconductors
- 11:30 a.m.                    **Keynote Presentation**  
**“Marketing Effectiveness”**  
Malcolm Wilkinson, Director – Deloitte  
Neil Morgan, Vice President, Marketing, EMEA – Siebel Systems
- 12:15 p.m.                    **Summary of Conference**  
Donovan Neale-May, Executive Director – CMO Council
- 12:30 p.m.**                    **LUNCH**
- 1:30 p.m.                    Summit closes.

# Sessions



Thursday, 17 November

## Morning Sessions

**9:00 a.m.****“Marketing: The Art & Science”**

Today’s global marketing leaders face big challenges, as CEOs and executive boards demand greater accountability, performance analytics and hard evidence of marketing’s value. These corporate mandates are transforming the marketing function from broad branding-based efforts with “fuzzy” results to performance-driven, outcome-centred activities that focus heavily on ROI. While part of marketing is still an “art”, marketers must now be aligned with strategic and financial goals while establishing new disciplines, best practices and technology-enabled processes that are clearly “science”-based. Cisco is in the midst of such a transformation, and senior vice president and CMO James Richardson will offer his own views on what is driving this marketing evolution, including insights into his own team’s challenges and successes in achieving a performance-driven marketing model.

**9:45 a.m.****“Managing a Global Brand”**

As the digital revolution continues to shrink the world and open new markets, an effective global brand strategy is essential for businesses operating beyond their native borders. But marketers face significant challenges in getting the word out worldwide. With two-thirds of the world’s Internet users communicating in languages other than English, marketers must present products, programmes and policies in ways that connect with local populations. Translating brand values and qualities across borders requires consistent positioning and messaging across multiple languages, channels of distribution, and diverse business environments. Ian Ryder, international speaker, author and lecturer on the subjects of brand strategy, reputation and customer management, and a Fellow of the Chartered Institute of Marketing, will share his considerable experience on the complex topic of Managing a Global Brand, examining the relevance, importance and pitfalls of global brand management, and will reveal why a “humanity-based strategy” is the *only* way to win.

**11:30 a.m.****“The Channel: What are the Choices?”****“The Case for Direct” vs. “Let the Customer Choose”**

Dell has come a long way with its celebrated direct business model—selling custom-configured products directly to customers, skipping the middleman and constantly pushing down prices. With estimates that over 85 percent of customers use dell.com in some way during the purchase process, Dell’s channel provides customer data that can be used to dynamically shape an efficient supply chain. But with customers in new markets such as Asia wanting to handle products before they buy, will consumer electronics fit the same model worldwide? IBM, by contrast, is committed to a variety of distribution channels to sell its products, solutions and services, wedding direct sales, e-commerce and more traditional selling through its network of partners and consultants. Which approach provides the best competitive advantages? Katharyn White, IBM’s VP Marketing Northeast Europe, and Stephen Yeo, Dell’s Marketing Director U.K. will discuss the value of their respective models. What are the benefits and drawbacks of each, and how might they inform your own approach to an efficient and effective channel strategy?

Thursday, 17 November

Afternoon Sessions

**2:00 p.m.**

**“Marketing in the e-World”**

Empowered by the seemingly infinite number of digital channels and choices at their disposal, today’s consumers are more demanding than ever. Consumers want personalised products and services right now, and at a price that leaves little room for margins. This new Demand Economy requires businesses to deliver a seamless online/offline experience in the face of constant escalations in global competition and the drive for innovation. How can marketers thrive in this new world? What tools do they need to gain greater visibility and control of their marketplace? How can marketers effectively measure and balance the cost of innovation against the business imperative to maximize revenue? Akamai CMO Lisa Arthur will offer her insights on the Demand Economy, and discuss the new requirements for performance-driven marketing in the e-World.

**2:45 p.m.**

**“Predicting the Market”**

With an ever-increasing number of channels and a growing variety of products and solutions offered worldwide, the practice of predictive market analysis has become as valuable as it has grown complex. Marketing analytics may not be a crystal ball, but customer behavioral data can provide a critical competitive advantage by profiling potential futures and trends, and data has never been more accessible thanks to the proliferation of online campaigns. By combining online analytics with more traditional data gathering techniques, such as end user focus groups, surveys and vendor scoring models, marketers can formulate surprisingly accurate predictions of market trends and future events. Philippe Kalmbach, Marketing Director DFIS EAMER at Kodak, and Amanda Jobbins, VP of Marketing EMEA at Symantec will explore techniques they have explored for gathering and analysing data to predict market changes and transformations.

**4:30 p.m.**

**“Sponsorships and Personalities - The Payback and the Pitfalls”**

As the CEO clamors for hard evidence of marketing ROI, you wouldn’t think that events, sponsorships and celebrity marketing would be at the top of a marketer’s list. But sponsorships and personality-driven programmes are on the rise. Worldwide sponsorship spend approached \$28 billion last year, according to IEG, and that figure will rise significantly in 2006. Technology companies are at the forefront of sponsorship efforts, but are these programmes worth it? What types of sponsorships really pay off? What do you do when your celebrity spokesperson gets busted? How can event and sponsorship ROI be effectively tracked? Martyn Lambert, VP of Marketing at Avaya, Graham Fleet, VP at IMG Consulting and Helen Roe, Sponsorship Manager, Brand Management at Visa Europe will share their insights on the most effective ways to target and leverage investments in event, sponsorship and celebrity marketing.

**8:15 p.m.**

**“MCI - A Turnaround Success”**

When Andy MacLeod joined MCI Europe in May 2003, the U.S. parent was in Chapter 11 bankruptcy protection. Some 20 months later, MCI emerged from Chapter 11 with 27,000 fewer employees and \$6 billion in debt—not too bad for a company ready to be fed to the fishes. What motivated MacLeod, Senior Vice President and Managing Director of MCI Europe, to take on such a high profile business full of challenges? Hear how his sales, marketing and operational strategy for Europe helped MCI regain its stronghold in a highly competitive marketplace, and what bodes for the future as it prepares for a merge with Verizon.

## Friday, 18 November

### Morning Sessions

**8:45 a.m.**

**“Delivering Marketing Value in the Boardroom”**

Having a voice in the boardroom is a goal of every top marketer, but for most it's only a pipe dream. Regaining a strategic role for marketing in the organisation requires tight alignment with executive management, and a focus on delivering relevant value that demonstrates marketing's contribution to the bottom line. It requires not only marketing acumen, but a strong command of corporate strategy and operations. Nick Barley is the business and marketing officer for Microsoft U.K. a role that represents the merger of Business Operational Management with Marketing—or, Chief Operating Officer meets Marketing Director. It's a title that puts marketing firmly in the boardroom at Microsoft U.K. Barley will offer his insights into the advantages and disadvantages of such a dual role, while outlining the challenges along the way and the tips and best practices to overcome them.

**10:30 a.m.**

**“Larger Than Life Marketing”**

Many marketers are faced with shoestring budgets that just keep on shrinking. Today's marketers must employ creative programmes that stretch investments while achieving a tangible impact on shareholder value. Effective strategies may leverage new technologies, such as outreach through blogs and podcasts, and Internet-based programmes that touch potential customers in every buying stage, or they may rely on more traditional tactics, utilizing clever direct mail pieces and long-standing guerilla tactics. Whatever the medium, marketers must come up with the unusual and imaginative to achieve success. Mark Brailey, Director, Marketing EMEA at Intel; Tony Kavanagh, VP Marketing U.K., Ireland and South Africa at Oracle; Frans Scheper, SVP and CMO at Philips Semiconductors; and moderator Torsten Oltmanns, Global Marketing Director at Roland Berger will give real-world examples of creative marketing programmes that get results.

**11:30 a.m.**

**“Marketing Effectiveness”**

From established conglomerates to emerging startups, it's more important now than ever before to enhance marketing accountability and yield by analysing, restructuring and executing in all areas of marketing and sales organisations. In fact, not doing so these days can be career-breaking. Under intense pressure from cutthroat global competition, rapidly diversifying customer segments and rising demands for accountability in the boardroom, marketers have seen the need to sharply align their organisations with financial goals. Questions such as the following need to be answered: How is the marketing ROI measured, and should it be adjusted? Would specific operations be more efficient if they were outsourced? Is the spending on the channel mix fixed, or should there be constant reallocation? Can the company reposition and reallocate spending in real time if needed? Malcolm Wilkinson, Director at Deloitte, will discuss best practices now being adopted in marketing and some practical steps to implement change. Neil Morgan, VP Marketing EMEA at Siebel Systems will demonstrate how Siebel has addressed these challenges—the benefits gained and lessons learned.

Speakers



**Donovan Neale-May**  
Executive Director, CMO Council  
Managing Partner, GlobalFluency

Donovan Neale-May, 53, heads Neale-May & Partners, one of the most prominent independent marketing and communications firms in the U.S. with offices in Silicon Valley and New York. He is also the founder and managing partner of GlobalFluency, the Independent Network of Influence, which consists of more than 100 offices in over 70 countries. Collectively, GlobalFluency members have billings of more than \$60 million and employ 650 professionals servicing scores of clients across the Americas, Europe, Asia-Pacific, Africa and the Middle East.

Neale-May is also the founder and executive director of the Chief Marketing Officer (CMO) Council ([www.cmocouncil.org](http://www.cmocouncil.org)), a global peer network of nearly 2,000 senior marketing and branding executives from international companies with aggregated revenues of more than \$500 billion. Formerly an executive vice president at Ogilvy & Mather, Neale-May currently serves as the executive director of the Business Performance (BPM) Management Forum ([www.bpmforum.org](http://www.bpmforum.org)), which has more than 2,000 C-level executive members and stakeholders dedicated to advancing financial accountability, operational visibility, corporate governance and regulatory compliance in multi-national companies.

During his 25 years as an international marketing and brand strategist, Neale-May has acted as a consultant for more than 250 leading multi-nationals, new venture startups and emerging growth companies. An expert on integrated multi-level marketing for both consumer and business-to-business markets, Neale-May has designed innovative, award-winning programmes for many prominent international brands and companies.



**Ian McCann**  
European Programme Director, CMO Council Europe  
Chairman, Companycare Communications

Ian McCann is the chairman of Companycare Communications and the driving force behind the agency's growth, success and personality. A press, media and customer communications specialist, McCann brings an infectious enthusiasm and dynamism to consumer, business to business and technology brands.

McCann commenced his career in PR with British Leyland at the Truck and Bus Division, based in Leyland, Lancashire, England. He then moved to the City of Nottingham where he was responsible for Industrial and Tourism Development for one of the most famous cities in England. He then became the first public relations manager for the Vodafone Group, pioneering the promotion and expansion of mobile communications in the U.K. and across Europe. Four years later, McCann headed up the consumer electronics division of top London agency Charles Barker Lyons. He was responsible for accounts such as Cellnet, Shell Oil, Sharp Electronics, Letts Diaries and Rank.

McCann joined Companycare Communications in 1989. He has led the development of the consultancy, ensuring its renown as one of the leading independent technology and brand agencies in the U.K.



**James Richardson**  
**Senior Vice President, Chief Marketing Officer**  
**Cisco Systems, Inc.**

With nearly 14 years at the company in a variety of roles, James Richardson brings a unique understanding of Cisco Systems and its business to the role of chief marketing officer. In the role since August 2001, Richardson's primary responsibilities include developing and communicating Cisco's strategy and vision as he leads the company's technology and segment marketing, corporate marketing, advertising, branding, marketing communications and public relations efforts.

Prior to his role as CMO, Richardson was senior vice president of the enterprise line of business, at which time he led Cisco's vision, strategy and development of enterprise network architecture - Cisco AVVID (Architecture for Voice, Video and Integrated Data). During his tenure, the enterprise line of business grew to represent 50 percent of Cisco's revenue and profit.

Previously, Richardson was president of Cisco's operations in Europe, the Middle East and Africa (EMEA), where he served from 1996 through 1999. Under his leadership, revenue generated in the region rose nearly four-fold.

Richardson received his bachelor of commerce degree in marketing and finance from Queens University in Kingston, Ontario.



**Lisa Arthur**  
**Chief Marketing Officer**  
**Akamai**

As Akamai's chief marketing officer, Lisa Arthur is responsible for marketing strategy and operations, including product marketing, partner marketing, corporate and marketing communications programmes, and sales training. Arthur brings more than 20 years of marketing experience to Akamai.

Before joining Akamai, Arthur served as vice president, On Demand & Services Marketing at Oracle Corporation. Arthur was responsible for global marketing of Oracle's fastest growing business, Oracle On Demand, as well as support, consulting, and education services, representing more than \$6 billion in revenue. She also served as vice president, Global CRM Product Marketing at Oracle, and was responsible for developing and orchestrating product marketing strategies for Oracle's CRM business.

Prior to her role at Oracle, Arthur was vice president of marketing at Exact Software (formerly Macola Software), a provider of e-business software for small to midsize companies. Arthur has also held diverse marketing roles for companies in various industries, in addition to serving on the board of directors for Aqua Tech Environmental Labs.

Arthur holds a bachelor's degree from Ohio State University.



**Andy MacLeod**  
**Senior Vice President, Managing Director, EMEA**  
**MCI**

Andy MacLeod is MCI's senior vice president and managing director for Europe, and is based at the company's European headquarters in Reading, U.K. In this role, MacLeod is responsible for driving all elements of sales, marketing and operations for MCI throughout the region, drawing on the company's substantial assets and leading a workforce of approximately 5,000 to drive the success of MCI's business in Europe.

Prior to joining MCI, MacLeod held a number of positions at Cable and Wireless Plc, including the role of chief operating officer of Cable and Wireless Global, overseeing all operational activities worldwide, including development of product portfolio, design and deployment of all network and IT systems, and the operation of customer service, provisioning and billing activities.

MacLeod also spent 10 years in marketing and operations positions at Nortel, both in the U.K. and in the U.S., including two years as general manager of the Nortel Directory and Operator Services Division in New York. Born and educated in the U.K., Andy holds a master's degree in materials science from Keble College, Oxford University and an MBA from the Warwick Business School at Warwick University.



**Nick Barley**  
**Senior Director of Business and Marketing**  
**Organisation**  
**Microsoft Ltd.**

Nick Barley is the senior director of Business and Marketing Organisation, Microsoft Ltd. and is responsible for the success of five of the company's commercial business groups, as well as the Marketing and Corporate Affairs organisation in the U.K.

Barley's remit covers orchestrating the direction and success of the sales, marketing and services resources in each of the business groups, as well as leading the marketing teams responsible for promoting the company's commercial products and services. He is also responsible for Microsoft's branding, image and corporate social responsibility activities in the U.K. As a board director, Barley is also part of the executive team responsible for the management, growth and development of the company's business in the U.K. subsidiary.

Barley's experience spans U.K., European and U.S. markets as well as multiple market sectors, both public and private. Prior to joining Microsoft, Barley was vice president and director of marketing for Oracle U.K. and Ireland. He has also held senior sales, marketing and consulting positions within Bull Information Systems, Digital Equipment Co., Management Science America and Hewlett Packard.

Barley has a bachelor's degree in economics, and a master's degree in economic and regional planning from the University of Reading.



**Deloitte.**

**Malcolm Wilkinson**  
**Director**  
**Deloitte**

Malcolm Wilkinson has over 10 years of management consultancy experience, specialising in consumer products businesses and sales and marketing processes, and currently leads Deloitte's U.K. Trade Promotions capability.

Wilkinson's areas of expertise include customer and market strategy, channel strategy, systems strategy and delivery, business architecture, process and organisation design, and business transformation.

Recently, Wilkinson led the definition of the required commercial capabilities for Britvic (a major U.K. soft drink business), including promotions, business intelligence strategy and design, and business case development. He then led the subsequent transformation programme to deliver the policy, process, organisation and technology change required to realise the benefits.

He has also led the design and implementation of forecasting processes and systems for a U.K. food manufacturing business; led the design, development and rollout of pricing solutions for a European apparel business; and performed various process, efficiency and organisation reviews for European sales and marketing functions.



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*IT'S ALL ABOUT THE CUSTOMER™*

**Neil Morgan**  
**Vice President, Marketing, EMEA**  
**Siebel Systems**

Neil Morgan heads up the marketing team at Siebel Systems, responsible for marketing to all sectors across Europe, Middle East and Africa. Before joining Siebel Systems, Morgan was vice president of worldwide marketing for Chordiant Software and held global marketing roles at Oracle Corporation.

A frequent speaker at industry conferences, Morgan holds a bachelor's degree in business administration, a diploma in marketing, and is a member of the U.K. Chartered Institute of Marketing and the Institute of Direct Marketing.





**Ian Ryder**  
**Vice President, Brand and Communications,**  
**EMEA**  
**Unisys Corporation**

Ian Ryder is vice president, brand and communications EMEA for Unisys Corporation. He was formerly director, global brand management for Hewlett Packard in the U.S. Ryder has held senior marketing roles in several major technology companies and has provided independent brand strategy advice to many other companies inside and outside the technology industry.

An international speaker across four continents, chairman, author and lecturer on the subjects of brand strategy, reputation and customer management, and a Fellow of the Chartered Institute of Marketing, Ryder has pioneered some breakthrough thinking in marketing, including the roles of such current "buzz" topics as CRM, CSR and knowledge management.

Ryder is a subject specialist reviewer for Harvard Business School Press, sits on the Advisory Board of Reading University and the Board of the U.S. Brand Masters programme, the U.K. Board of The Journal of Brand Management and is a non-executive adviser to the British Olympic Association. He is a Fellow of the RSA, Chairman of the Technology Industry Business Leaders Group for The Marketing Society and Chairman of the Conference Board's European Council on Customer Strategy. Author, co-author and contributor to many books and published works, his latest co-authored book, released by Kogan Page, is called "Beyond Branding." Ryder is a graduate of IMD in Lausanne.



**Stephen Yeo**  
**Marketing Director**  
**Dell U.K.**

As marketing director for Dell U.K., Stephen Yeo is responsible for managing all of Dell U.K.'s marketing functions, including product and service marketing, demand generation, online and business intelligence.

Yeo has considerable local and international marketing experience. Prior to joining Dell, he held numerous marketing positions at companies, including Oracle, Data General and Wyse Technology.

During his tenure with Wyse, Yeo helped increase unit sales by 420 percent over four years using groundbreaking marketing techniques and personally won the U.K. CRM Industry Awards 2004 "Business Leader of the Year."

Whilst at Data General, Yeo was responsible for their global enterprise applications business that was focused around delivering SAP and Baan solutions. Before Data General, Yeo was at Oracle where he was responsible for their European industry marketing for the insurance segment.

Yeo has a bachelor of science and bachelor of engineering in engineering manufacture and management from the University of Manchester, and an MBA from the Rotterdam School of Management in the Netherlands.



**Katharyn White**  
**Vice President, Marketing**  
**IBM Northeast Europe**

Katharyn White brings nearly 20 years of international sales and marketing experience to her current mission as vice president, marketing, IBM Northeast Europe. This region includes North, Nordic and Central Regions, as well as Eastern Europe, Russia, the Middle East and South Africa. White leads IBM marketing and strategy for hardware, software and services portfolios. White also leads the integration and transition of IBM's innovative partnership with Lenovo, which acquired IBM's Personal Computing business.

White was previously vice president for IBM Market Intelligence, Industry and Solutions Marketing, and prior to that, she led Distribution Channels Marketing for IBM EMEA. White's first assignment in Europe was vice president, marketing for IBM's PC Division. Before that she was vice president of worldwide sales, focusing on delivering PC solutions across the IBM portfolio, and sales director working on global accounts.

Prior to joining IBM in 1996, White held positions in product management, marketing and manufacturing for DuPont. She began her career in sales and marketing positions at Hewlett Packard.

White is a Phi Beta Kappa graduate of Duke University (mechanical engineering and material science) and holds a master's in management from the Georgia Institute of Technology.



**Vladimir Malugin**  
**Director of Business Development & Research,**  
**DFIS, EAMER**  
**Kodak**

Vladimir Malugin joined Eastman Kodak Company in November 2004, and is responsible for Kodak online, e-commerce, CRM programmes, Kodak Mobile marketing, Kodak Easyshare Gallery marketing, business development and business research activities in the EAMER region.

Prior to Kodak, Malugin spent ten years in business development, sales and entrepreneurship. He started his career in the internal audit and consulting division of Shell U.K. in London. His various enterprises after that included setting up and running one of the leading translation and software localisation agencies in Russia; an Internet consulting and Web-design house during the early days of the Internet; and most recently being responsible to international sales and business development at Antenova, an innovative RF chipset and antenna company based in Cambridge, U.K. At Antenova, Malugin worked on establishing and developing relationships with wireless operators, handset and laptop manufacturers and establishing a presence in Asia.

Malugin holds a MBA from the Judge Institute of Management Studies (Cambridge University), and a degree in financial management from the Academy of National Economy in Moscow.



**Amanda Jobbins**  
**Vice President, Marketing, EMEA**  
**Symantec Corporation**

Amanda Jobbins is vice president of marketing at Symantec Corporation for Europe, Middle-East and Africa, leading the company's enterprise and consumer marketing teams. Jobbins began her career in technology as an industry analyst before joining Cable & Wireless in product management. She then worked in a variety of senior management positions at BMC Software, IBM Storage Systems and most recently as VP of EMEA Marketing and Field Operations at McAfee.

Jobbins holds a bachelor's degree in business and German. She is a member of The Marketing Society and the Institute of Directors, and serves on the CMO Council Advisory Board for Europe.



**Martyn Lambert**  
**Vice President, Marketing and Applications,**  
**EMEA**  
**Avaya**

As vice president and general manager for Avaya EMEA, Martyn Lambert is responsible for Avaya's product and strategic marketing programmes throughout the EMEA region. His role includes responsibility for managing Avaya's portfolio of CRM, unified messaging and communications software offerings and he has been tasked with aligning Avaya's ongoing product and marketing strategies.

Lambert joined Avaya in January 2004, and before entering his current role he was key to the development of Avaya's latest software releases, as well as securing several large customer contracts.

Prior to joining Avaya, Lambert was chief operations and marketing officer for Sherwood International PLC in charge of leading the development of global marketing and channel sales. Lambert also served as corporate marketing director for Dell U.K. and Ireland, responsible for Internet sales for corporate, SME and public sector groups. He has also held a number of senior positions in sales and marketing for Sun Microsystems and Hewlett Packard.

Lambert has over 25 years experience in sales and marketing, and has a degree in chemistry from the University of Reading.



**Graham Fleet**  
**Managing Director, Consulting Division**  
**International Management Group (IMG)**

Graham Fleet is managing director of IMG's European Consulting Division.

Notable among his recent client activities are re-negotiating O2 England's shirt sponsorship contract with the RFU; advising ABN AMRO on their two-boat entry into the Volvo Ocean Race and supporting GE's sponsorship of the Olympic Games.

Fleet has extensive experience of working with sports personalities, having worked with Reebok for ten years prior to moving to IMG. He helped Reebok to build integrated campaigns around stars such as Ryan Giggs, Shaquille O'Neal and Denis Bergkamp.

Fleet was formerly a board director at Cohn & Wolfe, a London PR agency.



**Helen Roe**  
**Sponsorship Manager**  
**Visa Europe**

Since becoming sponsorship manager of Visa Europe in 2003, Helen Roe has worked on Visa's sponsorship of the Olympic and Paralympic Games, and has concentrated in particular on developing Team Visa Europe (a sponsorship programme of up-and-coming athletes) across ten markets in Europe.

Roe joined Visa in 1996, initially working on the marketing communications for international traveller's cheques and prepaid products. In 2002 she moved to sponsorships, where she worked on the Visa/Disney partnership.

Prior to joining Visa, Roe was with the marketing department of the International Amateur Athletic Federation, supporting IAAF events that included World Championships in 1987 and 1991.

Roe holds a degree in international tourism management from the University of Brighton. She is married with two daughters and enjoys traveling in her spare time.



**Roland Berger**  
Strategy Consultants

**Torsten Oltmanns**  
Global Marketing Director  
Roland Berger

Torsten Oltmanns, global marketing director at Roland Berger Strategy Consultants in Hamburg and London, is responsible for the global brand positioning and marketing of the consultancy, which comprises 32 offices in 21 countries.

Oltmanns joined Roland Berger in 2004, coming from Booz Allen Hamilton's Berlin office, where he mainly worked as a consultant on reforms of public sector organisations. Prior to that, he was responsible for the major change management and modernization program for the German Ministry of Defense. In addition, Oltmanns developed concepts for internal and external communication, established the first spokesman on economic topics of a German Federal Ministry, and set up a vast process for employees to "turn concerned into involved."

Prior to that, Oltmanns has led projects on change management at McKinsey & Company, Germany and worked as head of the office of Germany's Social Democratic Party, working especially on economic, financial and social reforms.

A qualified economist, Oltmanns studied social sciences at Cologne University and, at the same time, was editor for political and economic affairs at Cologne School – Institute of Journalism. He also worked as a freelance journalist and in several PR and change management agencies.



**Mark Brailey**  
Director, Marketing, EMEA  
Intel Corporation

Mark Brailey is director of Intel's marketing for Europe, Middle East and Africa (EMEA), based in Munich, Germany. He is responsible for developing and managing Intel's marketing strategy and programmes across EMEA mature and emerging markets. His remit covers engagements with the broad IT, CE and entertainment industries in driving Intel's brand and industry presence in Intel's broad markets and market segments. In addition he is responsible for Intel's direct marketing for Intel's master and product brand—from classic advertising to press relations. Brailey has been in his current role since May 2005.

Previously Brailey was director of Intel's Corporate Marketing Group based in Munich. He drove development of Intel's brand programmes that encompassed all Intel's communication direct to consumers and business customers, including joint marketing efforts around the Intel Inside brand programme with PC manufacturers worldwide. A major milestone in this tenure in this role was the launching of Intel's first "platform brand" (a combination of Intel ingredient products), Centrino mobile technology. He held that position for three years. Prior to that, he was the director of consumer marketing at Intel from 2000 to 2002.

Before joining Intel, Brailey was business development manager for several U.K.-based companies within the RTZ Group, where he worked for five years. He has a degree in technology and management sciences from Bradford University, U.K.



ORACLE®

**Tony Kavanagh**  
**Vice President, Marketing**  
**U.K., Ireland and South Africa**  
**Oracle Corporation**

Tony Kavanagh, vice president of marketing, is responsible for building awareness and driving demand for all of Oracle's businesses in the U.K., Ireland and South Africa. He is a key contributor in defining Oracle's overall strategy to ensure expansion and growth in this region, and drives innovative approaches to inspire customers and win new business in the marketplace.

Kavanagh joined Oracle Corp. in 1996 in New York, relocating the following year to the company's headquarters in Redwood Shores, Calif. He initially worked for Oracle Consulting and then moved into marketing. During his eight years in corporate marketing he has managed many groups, including ERP marketing, analyst relations, industry solutions marketing, transactional marketing, and field marketing. Kavanagh has vertical experience in discrete and process manufacturing, telecommunications, consumer packaged goods, and healthcare and life sciences.

Prior to joining Oracle, Kavanagh spent seven-plus years with KPMG in Europe and the U.S. Initially he worked as a strategy consultant for KPMG Consulting, and later in financial litigation support as part of KPMG's International Tax group in Manhattan.

Kavanagh has a bachelor's degree in commerce, a master's in business studies, and is a member of the Institute of Chartered Accountants in Ireland.



PHILIPS

**Frans Scheper**  
**Senior Vice President, Chief Marketing Officer**  
**Philips Semiconductors**

Frans Scheper is the senior vice president and chief marketing officer of Philips Semiconductors division, the technology arm of the Dutch headquartered electronics company, Royal Philips Electronics.

As CMO, Scheper is responsible for defining and delivering the Philips Semiconductors marketing and communications strategy around the world. This involves integrating the overall Philips brand promise, Sense and Simplicity, into the full marketing mix. As Philips Semiconductors moves from a research to market-driven organisation, Scheper is also responsible for a key customer program in which researched customer needs are used to dictate the R&D agenda and expenditure.

Prior to his current role, Scheper spent three years within the corporate strategy division of Philips, responsible for strategic alliances. He joined Philips in 2000 from IBM, where he filled various senior management sales and marketing roles.

Scheper has an economics degree and an executive MBA from the Institute of Management Development in Switzerland. He currently sits on the council of RosettaNet, the organisation that develops universal standards for the global supply chain.

# CMOC Programmes

## **BPM Forum**



The Business Performance Management (BPM) Forum™ is dedicated to advancing performance accountability, process improvement, operational visibility and compliance in global organisations. It provides support to thousands of senior executives and practitioners representing enterprises with more than \$500 billion in combined annual revenues.

The BPM Forum's C-level members engage in research, thought leadership and knowledge exchange programmes around a variety of strategic issues and challenges. Forum programmes have been underwritten by: IBM Business Consulting, Santeon, A.T. Kearney, Avaya, Aztec, Borland, Cognizant, Hyperion, webMethods, among others. Media partners include: BusinessWeek, The Economist, Fortune, Tech Confidential, Chief Executive, TechTarget, Executive Decision, Red Herring, The Deal, eChannelLine, among others. More information is available at [www.bpmforum.org](http://www.bpmforum.org).

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## **FAME**



The Forum to Advance the Mobile Experience™ (FAME) is a member advocacy group and strategic authority leadership initiative to accelerate marketing programmes and research around advancing the wireless user experience. FAME promotes the adoption of wireless applications in the best interests of industry players, bringing together influential senior marketing leaders from top mobile technology companies in the pursuit of innovations and best practices tailored towards the advancement of end user wireless applications.

Current advisory board members of FAME include active mobile companies in the CMO Council such as ARM, Alcatel, Autodesk Location Services, BT, Digicel, GSMA, Good Technologies, Google, Intel, Lucent, Nokia, Nortel, Openwave, palmOne, QUALCOMM, Sybase Corporation, Symbian, T-Mobile, Virgin Mobile, Visto Corporation, Vonage, Yahoo! and many others. [www.fameforusers.org](http://www.fameforusers.org)

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## **SECO**



The Software Economics Council™ (SECO) is an independent organisation that serves as a forum for constituents to learn from and contribute to better enterprise software economics, development and performance. SECO's charter is guided by a leadership committee of executives from companies such as Adobe Systems, Aztec Software, Azul Systems, BEA Systems, Borland Software, BroadVision, Cognizant, Deloitte, Dendrite International, EDS, IBM, Informatica, Leverage Software, Mercury, Novell, Oracle, Salesforce.com, Santeon, SAP, Siebel Systems and Sybase. [www.bpmforum.org/seco](http://www.bpmforum.org/seco)



## Introduction

The Chief Marketing Officer (CMO) Council™ is dedicated to high-level knowledge exchange, thought leadership and personal relationship building among senior marketing and brand decision-makers.

To cultivate a broad exchange of marketing knowledge, the CMO Council hosts an ongoing series of thought leadership programmes covering critical topics for today's marketing executives. We foster these programmes to educate and facilitate dialogue among not only our members but the entire marketing community.

We invite your participation in these compelling programmes as an underwriter or sponsor, as a valued member of a programme task force, or as a participant in one of our surveys. For more information on CMO Council programmes, visit the Programs section of our Web site at [www.cmocouncil.org](http://www.cmocouncil.org).

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## Renovate to Innovate: Building Performance-Driven Marketing Organisations

Conducted in partnership with underwriter MarketBridge and media partners BtoB, Sales & Marketing Management and The Economist, "Renovate to Innovate™" examines current levels of satisfaction with marketing resources and assets, and explores operational structures, processes, solutions and channels needed to better influence and impact business outcomes.

"Renovate to Innovate" is well underway, with a comprehensive survey report due in late fall, as well as an accompanying webinar.

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## Define & Align the CMO

The CMO Council and researchers at Northwestern University's Kellogg School of Management have undertaken a major effort to define the emerging role of the Chief Marketing Officer in North American corporations.

"Define & Align the Chief Marketing Officer" is a 360-degree fact-finding effort designed to empower CMOs by better defining the role, responsibilities and authority of the top marketing officer in today's technology and telecommunications corporations. The study, already nearing completion, is gathering qualitative and quantitative insights from name brand CMOs and CEOs.

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## Grow Who You Know

Building on the insights generated from the "Staging and Gauging" report on event marketing released earlier this year, the CMO Council, along with underwriter Leverage Software, launched "Grow Who You Know™" to explore the growing business investment in relationship marketing, and to discover which technologies and methods are delivering value in the form of market access, insight and influence. The programme's first research study, which focuses on the role of technology in improving relationship ROI at events, surveyed top industry event managers and producers.

*For more information on CMO Council programmes and available reports, please visit [www.cmocouncil.org](http://www.cmocouncil.org).*

## **Syndicate to Educate**

According to eMarketer, 70 percent of U.S. B2B buyers turn to the Web first when researching technology solutions. As a result, thousands of technology vendors, integrators and consultants have become valued producers of thought leadership content aimed at helping millions of technology buyers better understand, compare, evaluate, specify and consider complex technology purchases.

The CMO Council, along with underwriter KnowledgeStorm, launched “Syndicate to Educate™” to explore how this downloadable free content influences and shapes buyer opinions and behavior. “Define What’s Valued Online,” a survey of IT researchers, has just been fielded and a comprehensive survey report is available on the CMO Council website.

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## **Remote Revolution**

Dependence on remote connectivity and reliable, secure access to enterprise data is essential for business continuity and competitive advantage. Today’s digital workforce is increasingly distributed, broadband-driven, Internet-centric and critically reliant on the integrity and availability of software applications, computer systems, Web services, and round-the-clock technical support and troubleshooting.

“Remote Revolution,” underwritten by Avaya and fielded by the BPM Forum in association with the Forum to Advance the Mobile Experience (FAME), studies current trends and challenges in mobile workforce support. A survey report and Webinar are scheduled for release in early December.

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## **Market Vigilance, Product Diligence**

Gaining greater visibility into the variables that impact product pricing, availability, profitability, and time-to-market has become a strategic imperative for product marketing and management executives. How well companies plan, predict, project, track and react on a product level can greatly impact business performance outcomes.

These and other issues will be explored in a new initiative, “Market Vigilance, Product Diligence,” underwritten by Vistaar with partners CMP and the New York chapter of the American Marketing Association. The programme will deliver valuable views and perspectives, as well as detailed best practice methodologies for optimizing product marketing performance.

*For more information on CMO Council programmes and available reports, please visit [www.cmocouncil.org](http://www.cmocouncil.org).*

## **Crunch Time: The Global Competitiveness Audit**

The CMO Council and the BPM Forum, in association with A.T. Kearney, sought greater insights about the growing demand for competitiveness in the high-tech and telecommunications industry in the era of greater global business rivalry. This report defines the new rules for successful competition in today's fast-changing marketplace, including insights into how companies anticipate, meet, pre-empt and adapt to market challenges.

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## **Message Maps and Gaps (MMG)**

In 2004, a world-class CMO Advisory Committee of 20 CMOs studied the impact of marketing messaging on sales effectiveness. The goal of the MMG programme was to define and establish best practices for creating, delivering and managing "sales-ready and customer-relevant" marketing messaging that conforms to the way sales people sell, and reflects the conversations they are having with customers.

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## **Improve the Return on Resource Burn**

Improve the Return on Resource Burn studied business performance in one of the most critical areas of endeavor for the modern commercial enterprise, business demand acquisition. As this study shows, business demand acquisition is a mission-critical process in which companies invest heavily, but generally are dissatisfied with the results. Put positively, it is a business process ripe for performance improvement.

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## **Staging & Gauging: Do Events Pay Off?**

This 2004 survey measured the challenges to optimize and measure the value of "experiential marketing" programmes and investments. The CMO Council, in cooperation with the Computer Event Marketing Association, explored how events are perceived, managed and valued in the marketing mix. This study uncovers many of the challenges, trends and opportunities for companies making a substantial investment in meetings and events.

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## **Digital Directions: How Technology is Touching and Transforming Promotions**

The CMO Council, in cooperation with the Promotion Marketing Association (PMA) and PROMO magazine, sought views from promotional marketing professionals on where and how technology is impacting and influencing promotional strategies, activities, processes, functions and outcomes.

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## **Compete or Be Beat: Offshoring to Advantage**

"Compete or Be Beat" was a BPM Forum survey of leading systems integrators, ISVs, VARs, and consultants on issues relating to the critical issue of offshore outsourcing of software and services. The goal was to better understand cross-border activities and how they are shaping the global software industry.

*For more information on CMO Council programmes and available reports, please visit [www.cmocouncil.org](http://www.cmocouncil.org).*

Sponsors

## Programme Producers

### **Companycare Communications Ltd.**



Established in 1985, Companycare Communications is one of the U.K.'s leading independent public relations consultancy, specialising in TMT (technology, media and telecoms), Corporate, Business to Business and Consumer communications. Based in Reading, Berkshire and London, Companycare's client roster includes: 3M, AOpen, Arieso, Beefeater, BIC, Costa Coffee, EADS, Europcar, Kodak, LSI Logic, Nichols, NTT, Sasken, Siemens Communications and Visto. Companycare is the European headquarters of GlobalFluency, the largest independent alliance of high-technology PR firms worldwide, with 114 offices in 72 countries. [www.companycare.com](http://www.companycare.com)

### **GlobalFluency**



GlobalFluency is a tightly integrated alliance of "like-minded" independent technology marketing and public relations firms delivering strategic cross-border communications services in the Americas, Europe, Asia-Pacific, Africa and the Middle East. Spearheaded by Silicon Valley-based Neale-May & Partners, GlobalFluency consists of 41 agencies employing over 650 professionals in 72 countries. Together, these firms represent more than \$60 million in billings from scores of clients across all information technology, communications, systems integration and Internet service sectors. [www.globalfluency.com](http://www.globalfluency.com)

## Headline Sponsors

### **Deloitte**



Deloitte is the U.K.'s fastest growing major professional services firm. The Consulting practice at Deloitte advises clients on their most complex problems and differentiates itself by being able to execute on this advice. Deloitte uses its business and technology expertise to help clients reduce costs, enhance revenue streams, implement strategy and manage risk and regulation. Deloitte views technology as a strategic business resource which, when used effectively, is a key enabler of the board agenda as well as an enhancer of organisational performance. Deloitte's consultants have valuable expertise in sales and marketing strategy, processes and systems and in aligning measures, objectives and organisation structures to deliver increased shareholder value. [www.deloitte.co.uk/tmt](http://www.deloitte.co.uk/tmt)

### **Gyro**



Gyro has taken an industry-leading position in promoting the concept of Integrated Brand Communications to the business market. Gyro has moved beyond traditional agency pigeonholing by remaining media independent. This involves taking a holistic view of what a company wants to achieve in their marketing communications planning and then designing the entire campaign strategy using the most appropriate mix of media to achieve their business and branding objectives. Gyro then designs and implements all elements of the integrated campaign. This approach focuses entirely on return on investment for our clients' marketing spend – and is based on a research-orientated implementation process that makes sure Gyro get the right messages into the right market at the right times. [www.gyrointernational.com](http://www.gyrointernational.com)

## Roland Berger

## Roland Berger Strategy Consultants

Founded in 1967, Roland Berger Strategy Consultants has grown to become one of the world's leading strategy consultancy firms, with 31 offices in 22 countries. Roland Berger supports leading international corporations, nonprofit organisations and public institutions in all management issues – ranging from strategic alignment and introducing new business models and processes, to organisational structures and IT strategy. Roland Berger develops customized, creative strategies together with clients and provides strong support in the implementation phase. The strategy consultancy is an independent partnership, owned solely by its currently more than 130 partners. [www.rolandberger.com](http://www.rolandberger.com)

## Siebel Systems



Siebel Systems is a leading provider of software solutions and services that drive value and loyalty in client-customer relationships, providing best-in-class capabilities in on-premise and hosted customer relationship management (CRM), business analytics, and customer data integration. Siebel's new Customer Adaptive Solutions enable organisations to model their business processes in order to drive the most effective customer interactions, gain increased insight over time, and continually realign those processes for improvement. With 11-plus years of customer software experience, an extensive global ecosystem of alliance partners, and more than 4,000 customers and 3.7 million live users, Siebel is the proven choice in helping organisations of all types and sizes achieve customer-driven business results. [www.siebel.com](http://www.siebel.com)

## Symantec



Symantec is the world leader in providing solutions to help individuals and enterprises assure the security, availability, and integrity of their information. Headquartered in Cupertino, Calif., Symantec has operations in more than 40 countries. [www.symantec.com](http://www.symantec.com)

## Hospitality Sponsors

## Eloqua



Founded in 1999, Eloqua provides the leading integrated demand-generation platform for marketers who must produce a continuous flow of quality leads for a professional sales force. Eloqua accelerates the enterprise sales cycle, turning customer acquisition into a measurable and repeatable process. With market-leading technology backed with expert professional services, Eloqua automates best practices in demand generation for its customers internationally. Eloqua Corporation is headquartered in Toronto with offices in Marlborough, Mass., San Francisco and Austin, Texas. [www.eloqua.com](http://www.eloqua.com)

## UK Product Marketing Forum



The UK Product Marketing Forum is a nonprofit organisation of product marketing and product management professionals who focus on technology in all its forms, including software, hardware, telecom and sciences. Our events feature local and international presenters speaking on topics of interest to the Product Management/Marketing community. The UKPMF is dedicated to the career development of product management and product marketing professionals. The UKPMF's goals are to: increase knowledge about the Product Marketing and Product Management disciplines; encourage the sharing of best practices within the industry; discuss issues related to the Product Marketing process; and provide a forum to network with other high-tech Product Marketing professionals. [www.ukpmf.org.uk](http://www.ukpmf.org.uk)

## Unica



Unica Corporation is a leading global provider of enterprise marketing management (EMM) software designed to help businesses increase their revenues and improve the efficiency and measurability of their marketing operations. Unica focuses exclusively on the needs of marketing organisations, and Unica's Affinium software addresses the principal functions of EMM—including marketing and customer analytics, demand generation and marketing resource management. Approximately 300 companies in a wide range of industries use Affinium to manage the complexities and processes of marketing and facilitate the operations of a customer-centric business. Unica is headquartered in Waltham, Mass., with offices across the United States, as well as in the United Kingdom, France and Singapore. [www.unica.com](http://www.unica.com)

## Partners & Affiliates

### Crystal Interactive



For over 10 years, Crystal Interactive has pioneered and developed the use of collaborative brainstorming technology that allows participants in an event to exchange views and reach decisions quickly with effective and permanent results. The technology offers an intensive and collaborative experience far in excess of that previously offered by conventional voting keypads. The approach allows participants to enter their ideas anonymously and simultaneously into wireless tablets in short, focused sessions that enhance rather than replace typical conference agenda items. With over 100 clients worldwide, Crystal is poised to help you create innovative and successful events. [www.crystal-interactive.co.uk](http://www.crystal-interactive.co.uk)

### mad.co.uk



mad.co.uk is the primary resource, providing news, jobs and information, to professionals working in marketing, media, new media, advertising and design. mad.co.uk holds all of the current content of eight leading industry magazines: *Marketing Week*, *Design Week*, *New Media Age*, *Brand Strategy*, *Television I*, *In-Store*, *Precision Marketing* and *Creative Review*. Direct links also allow full-access subscribers to view the individual Web sites of six of these magazines. [www.mad.co.uk](http://www.mad.co.uk)

## RHM Event Signmakers



With over 40 years in the event signage space, RHM provides unrivalled adaptability, flexibility and service to its loyal customer base. RHM works with top design agencies from the U.K. and Europe while providing signage solutions for some of the world's biggest brands—anything from a branded napkin to a banner that could wrap around the Albert Hall! With its state of the art facilities, exceptional standards and expert staff, RHM constantly strives to exceed customer expectations, going beyond the call of duty to ensure complete client success. [www.rhmsigns.co.uk](http://www.rhmsigns.co.uk)

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## Royal Impressions



Royal Impressions provides personalised and customized marketing services to industry leading companies that rely on its knowledge and expertise to create and deliver high-ROI marketing campaigns across print, email and the Web. Royal Impressions supports clients from initial concept and strategic development through programme execution and measurement, with services including data-driven marketing programmes; one-to-one Customer Relationship Marketing; Web-to-Customized print solutions; advanced digital printing; and creative development. [www.royalimpressions.com](http://www.royalimpressions.com)

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## Trigger



Trigger Concepts Ltd, comprising Trigger and Tri-Events, have been producing and managing both large and small-scale events for more than ten years. The company provides a complete event solution, including Technical Production and Event Management. [www.trigger.uk.com](http://www.trigger.uk.com)