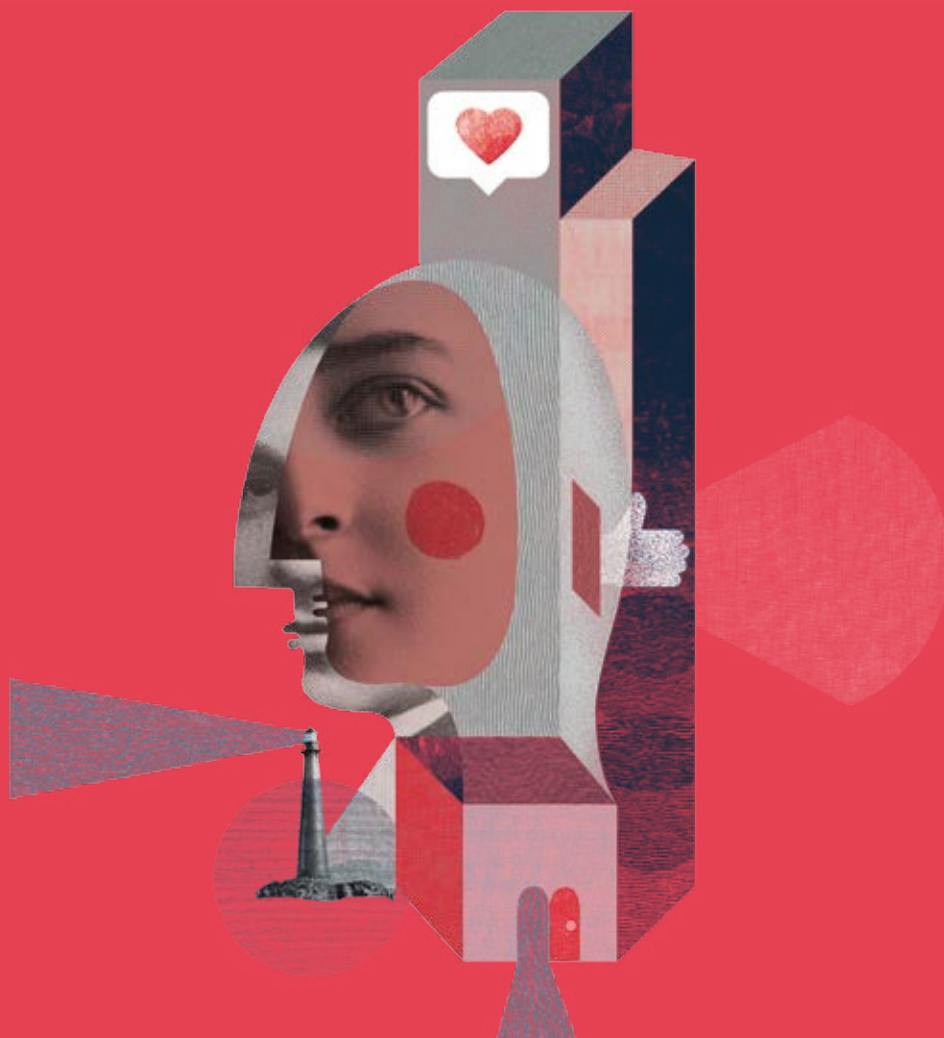


# UNO

**IDEAS LLYC**

EXPLORE. INSPIRE.



**CONSUMERS** and **BRANDS:**  
a **new era**

## IDEAS LLYC

IDEAS is LLYC's Leadership through Knowledge Center.

Because we are witnessing a new macroeconomic and social landscape—and communications has not been left behind. It is constantly changing.

IDEAS LLYC is a combination of global relationships and knowledge exchange that identifies, focuses and channels new social paradigms and communication trends from an independent position.

Because reality is not black or white, we created IDEAS LLYC.

## UNO

UNO is an LLYC IDEAS publication created for clients, industry professionals, journalists and opinion leaders. In it, contributors from Spain, Portugal and Latin America, as well as LLYC's Partners and Directors, analyze issues related to the world of communications.

llorentecuenca.com  
ideasen.llorentecuenca.com  
uno-magazine.com



# UNO

### ADDRESS AND COORDINATION

IDEAS LLYC

### GRAPHIC CONCEPT AND DESIGN

AR Difusión

### ILLUSTRATION

Marisa Maestre

### PRINTING

naturprint.com

Printed in Spain  
Madrid, April 2019

---

The opinions expressed in the articles written by UNO's frequent contributors and guest columnists do not represent IDEAS LLYC's position.

All rights reserved. Total or partial reproduction of the texts and images contained in this publication is strictly forbidden without the express authorization of IDEAS LLYC.



# SUMMARY

2019 no. 32

4	<b>WHO</b> are our <b>CONTRIBUTORS</b> ?	44	<b>UNO + 1 Interview</b> with Antonio López
9	<b>CONSUMERS</b> and <b>BRANDS</b> : a <b>NEW ERA</b>	50	The <b>CONSUMER</b> is the <b>KEY</b> to <b>SUCCESS</b> for <b>WHITE LABEL BRANDS</b>
11	<b>BRANDS</b> as <b>CULTURAL PHENOMENA</b>	52	<b>CHALLENGES</b> to <b>OFFERING VALUE</b> – the <b>VIEW</b> from Los <b>CABOS, MEXICO</b>
14	<b>CHALLENGES</b> for <b>BRANDS</b> in <b>TIMES</b> of <b>CHANGE</b>	54	<b>BRAND EXPERIENCES</b> for the <b>TOURISM SECTOR'S NEW CONSUMERS</b>
16	<b>TARGETED COMMUNICATIONS</b> : The only <b>CORRECT FORMULA</b>	57	<b>BRAND</b> and <b>CONTENT CREATION</b> : <b>HOW</b> to <b>CREATE PUBLICITY</b> that will <b>BE SEEN</b>
19	<b>DATA-DRIVEN BRANDING</b> : More than just <b>DATA</b> and <b>ALGORITHMS</b>	59	From <b>PRIME TIME</b> to <b>MY TIME</b>
22	<b>BRAND CHALLENGES</b> with today's <b>CONSUMER</b>	62	The <b>VALUE</b> of <b>EMBRACING IMPORTANT SOCIAL CAUSES</b>
24	<b>FINALLY</b> in <b>FIRST PLACE</b>	66	<b>WEARING</b> the <b>CHANGE</b> : <b>COMMUNICATIONS</b> and <b>SUSTAINABILITY THROUGH NEW CONSUMER RELATIONSHIPS</b>
27	<b>GLOBAL BRANDS</b> with <b>LOCAL HEARTS</b>	68	<b>BRANDS</b> with <b>IMPACT</b>
30	<b>TOUS</b> : The <b>CHALLENGE</b> of <b>SEDUCING TODAY'S CONSUMER</b>	71	<b>HUMAN INTELLIGENCE</b> and <b>BRAND IMAGE</b> in the <b>AGE</b> of <b>ARTIFICIAL INTELLIGENCE</b>
32	<b>FIRST</b> things <b>FIRST</b>	73	<b>LOOK WHO'S TALKING</b> . <b>BRANDS</b> and <b>CONSUMERS</b> in the <b>AGE</b> of <b>ARTIFICIAL INTELLIGENCE</b>
35	How to <b>CREATE BRANDS RELEVANT</b> to the <b>HOME CARE MARKET</b>	77	<b>UNO'S AWARDS</b>
38	<b>CONSTANT CONVERSATION</b> to <b>CREATE PRODUCTS</b> that <b>DELIGHT</b>	78	<b>LLYC</b>
40	<b>SCRAP</b> the <b>BUZZWORDS</b> , <b>ANTICIPATE</b> and <b>ENGAGE</b>		

# WHO are our **CONTRIBUTORS?**



## **José Antonio Zarzalejos**

An **external advisor** for LLYC, he previously held the position of managing director of the firm in Spain. A journalist and law school graduate from the University of Deusto, he was the director of El Correo de Bilbao, general secretary of Vocento and director of ABC in Spain. He has been honored with several professional awards, including the Mariano de Cavia Award from the Federation of Press Associations of Spain, the Javier Godó for Journalism award and Luca de Tena award. [\[Spain\]](#)

---



## **Patricio Jaramillo**

He has served as **vice president of Alicorp's Mass Consumption Division of Peru** since May 2014. Previously, he was general manager of the Mondélez International's Biscuit Division in Sao Paulo, Brazil and general manager of Kraft Foods Peru & Bolivia, in addition to various other positions at Kraft Foods. He holds a bachelor's in Business Administration from the University of San Francisco in Quito, Ecuador, and he studied at the Kellogg School of Management at Northwestern University (USA). [\[Peru\]](#)

---



## **António Fuzeta da Ponte**

He has been **Worten's Brand and Communications director** since December 2017, where he manages a multidisciplinary team that combines Brand Management, Public Relations, Social Networks, Brand Activations, Sponsorships, Brochures, Point-of-Sales Communications and Own Brands. Currently, he works on the Iberian Peninsula. In 1996, he began his communications career in media consulting at Edelman PR in Washington D.C. He then returned to Portugal, where he joined Imago Agency (now LLYC). In 2000, he joined Telecel as one of the founders of its YORN brand, where he was responsible for the brand and communications. He later headed Events and Sponsorship for Vodafone. In 2005, he began his career in brand activism with his role as director of Customer Service, where he remained until 2015. Then, he decided to open his own company, KISS - Brand Lovers. [\[Portugal\]](#)

---



## **Daniel Vaughan**

As **director of Big Data at Telefónica Mexico**, he is responsible for leading all Big Data and data science initiatives, heading the Advanced Analytics Center of Excellence and developing the company's data strategy. He previously led advanced analytics efforts at Banorte in his role as senior data scientist and was a researcher at the Bank of Mexico. He is always seeking to improve decision-making capabilities using data and advanced analytical models. With a Ph.D. in Economics from New York University (NYU), he has taught at NYU (USA and Abu Dhabi), Universidad de los Andes (Colombia), CIDE and TEC de Monterrey (Mexico). In his spare time, he enjoys spending time with his dogs, Cuban percussion and watching Netflix. [\[Mexico\]](#)

---



## **Beatriz Navarro**

The **director of Marketing and Communications at Fnac**, her professional career has focused on managing brands with her clients at the center of her strategies. This is clear in her experience with renowned brands, including Starbucks, UNICEF, Springfield and Repsol. She has received numerous awards, including being named one of the 15 most influential people in Spanish-speaking digital marketing in 2019, the Best Marketing Professional 2016 at the National Marketing Awards and one of the 10 best directors in the ranking of Top 100 leading women in Spain for three years (2013, 2014 and 2018), among other recognitions. [\[Spain\]](#)



### Leandro Teixeira

The **director of Marketing and Products at Volvo Car Brazil** since 2015, he has built a career on multinational consumer goods. He previously worked with companies such as AmBev, Pepsico and Unilever in the areas of Sales and Marketing. [Brazil]

---



### Lorena Gutierrez

The **marketing manager at Industrias San Miguel del Caribe**, she is an administration and marketing specialist with more than 18 years of experience working with multinational direct sales and mass consumption companies such as ISM, AVON, Bayer and SC Johnson. She has worked in various countries, including Peru, Colombia, Ecuador and the Dominican Republic, and is a member of the Steering Committee for the EFFIE Awards Dominican Republic, which recognize the effectiveness of advertising campaigns. She has worked as an undergraduate teacher and holds degrees from UPC, IPAE, ADEX and CHIO LECCA. [Dominican Republic]

---



### Anaïs Durand

She has focused on luxury for most of her professional career. Before becoming **director of Marketing and Communications at TOUS**, she led the marketing departments of Swarovski and luxury giant Richemont and headed sales and marketing for Lancel Paris and Alfred Dunhill. In 2013, she became the marketing director for bridal fashion company Pronovias. After her time there, the French executive returned to Swarovski as marketing director in Italy until her arrival to **TOUS** in 2016. [France]

---



### Martha Arbeláez

A communications professional, she is currently the **Marketing and Communications director for Nestlé de Colombia**. She has enjoyed a successful professional career for more than 25 years. She began in teaching, then moved to marketing, trade marketing, communications and market research, working for companies such as Bestfood, Casa Editorial el Tiempo and Unilever, among others. In 2007, she joined Nestlé as a Market Intelligence manager. In 2010, she was transferred to Switzerland, where she served as Global Consumer Insight manager for 6 years. In January 2016, she returned to the country in her current role. She holds a specialty in Organizational Communications from Pontificia Universidad Javeriana. [Colombia]

---



### Teresa Abecasis Burnay

The current **Home & Personal Care Marketing director and Media and Communications director for Unilever FIMA**, she began her career at Mars Portugal in 1998, where she worked in various Sales and Marketing roles. She then moved to Gillette Portugal, where she managed Marketing and Trade Marketing for the Oral Care area. In 2001, she joined Lever Elida to lead the Category Management department. In 2008, she took responsibility for Personal Care Marketing at Unilever Jerónimo Martins. In 2013, she returned to Sales and moved to England, where she led global customer development for several businesses, simultaneously sitting on two leadership boards. In 2018, she returned to Portugal to join Unilever FIMA's executive committee in her current role. An economics graduate from the Universidade Nova de Lisboa, she also holds a specialty in Macroeconomics and Marketing from Leicester University in England. [Portugal]

---



### Matías Ignacio Prado

Currently, he is the **Marketing manager of the Beauty categories for Procter & Gamble in Argentina**. He is an industrial engineer and has worked at Procter & Gamble for 10 years. At 33 years old, he is married and the father of two children. [Argentina]

---



### Mike Fernandez

For more than 20 years, he has served as the chief communications officer for a number of large U.S.-based companies, including Cargill, the world's largest private company. There, he led the Public Relations, Marketing, Government Relations, Financial Communications AND Sustainability areas and served as co-chair for the company's risk committee. He is now **LLYC's U.S. CEO** and a professor of strategic communications at Boston University. [United States]



### Soledad Ponce

She has more than 20 years of experience in brand strategies, advertising, e-commerce and communications. She worked at Telefónica Ecuador for 16 years, holding positions such as Marketing manager, regional Indirect Sales manager and regional manager of Companies. Later, she moved to the retail sector as the **senior Marketing manager for Almacenes De Prati**, the main department store in Ecuador and a leading brand in the sector. She is a senior Marketing technician who trained at Tecnológico Espíritu Santo and holds a degree in Sales Administration from the Catholic University of Guayaquil, as well as a postgraduate degree in Administration with a concentration in Marketing from ESPOL (Guayaquil, Ecuador). [\[Ecuador\]](#)



### Rodrigo Esponda

With more than 18 years of industry experience, he specializes in the promotion of tourist destinations. He has been the **general director for the Tourism Trust of Los Cabos** since 2016. Before this, he collaborated with the Tourism Promotion Council of Mexico as the regional director for North America, coordinating Mexico's promotion efforts in Canada and the United States and liaising with the main tour operators and travel agencies across 18 representative offices. He has also served as the institutional director for the National Fund for Tourism Promotion and was a professor of Tourism Planning at New York University. He holds a degree in Architecture from the National Autonomous University of Mexico, a master's in Management from Columbia University in New York and a certificate in Professional Meetings from the Convention Industry Council. [\[Mexico\]](#)



### David Ecija

The current **general manager for Hilton Sao Paulo Morumbi**, he has lived on three continents, in five countries and worked for three brands (Doubletree, Hilton and Waldorf Astoria) in his nearly 19 years with Hilton. This has offered him the opportunity to learn from the best while enjoying incredible experiences in different cultures alongside spectacular people. He was born, raised and schooled in Madrid, but later finished his hotel training in England. He is passionate about hospitality and the hospitality world, as well as thankful for the great moments this industry gives him and the lessons he learns through daily challenges. [\[Spain\]](#)



### Cristina Barbosa

The **head of Brand & Marcomms for Vodafone Spain and president of BCMA Spain**, she holds a degree in Business Law from CEU San Pablo University and has a professional career that stretches more than 20 years. She joined the telecommunications company in October 2013 as head of Marketing for Individuals. Before that, she served as the director of Services and Marketing Strategy for Citibank Spain. Between 2001 and 2006, she worked in communications at Aldeasa, where she was responsible for Customer Loyalty and Service. Her professional career began in the Marketing Department of Gillette Co., where she led brands such as Oral B, Paper Mate and Waterman. [\[Spain\]](#)



### Jonathan Blum

He is the **president of Cisneros Media**, a division of Cisneros that incorporates open television companies, TV-Paga, production, content distribution and beauty contests. He supervises all Cisneros' media and entertainment interests, from Venevisión, Venezuela's leading open television channel with cable networks in Latin America and the United States, to independent production and global content distribution companies based in the United States. Before his current position, he served as Venevisión's vice president and general manager, managing all its operations. [\[Venezuela\]](#)



### Walter Droguett

The **assistant director of Corporate Affairs for Esval and Aguas del Valle**, he is also the president of the Regional Council of the Global Compact, Valparaíso Region. He holds a bachelor's in Social Communication and a Journalism degree from Pontificia Universidad Católica de Valparaíso in Chile. His postgraduate specialization was in Corporate Communications at the same institution, and he earned diplomas in Leadership (2016) and Customer Experience (2018) from Adolfo Ibáñez University. [\[Chile\]](#)



### Rozália Del Gáudio

The **senior manager of Communication and Sustainability for C&A Brazil**, her career has been more than 25 years long. Over this time, she has worked in companies such as Aperam, Vale, Grupo Votorantim and C&A. She is an MBA professor of Business Communication Management at ABERJE/ESEG and she conducts research on and writes about communications, management and sustainability. She is a co-author of *Sem Megafone, com Smartphone: práticas, desafios e dilemas da comunicação com empregados* (*Without a megaphone, with a Smartphone: practices, challenges and dilemmas in employee communications*) published by ABERJE Editorial in Portuguese in 2017 and in English in 2018. She earned a Ph.D. in Social Sciences from the University of Paris 1 - Panthéon Sorbonne, where she also obtained a master's in Sociology and Anthropology. She earned an additional master's in Business Administration and a bachelor's in Social Communication from the Federal University of Minas Gerais (UFMG). [\[Brazil\]](#)

---



### Mariana Vieira

She has worked in the sustainability area for more than 10 years and has experience in the editorial and retail areas. Currently, she is the **Sustainability coordinator for C&A Brazil**, where she is responsible for implementing the company's global sustainability strategy in Brazil. She holds a postgraduate degree in Business Administration from Fundação Getúlio Vargas, where she also took a course in Corporate Social Responsibility and Sustainability. She also holds a degree from Faculdades Oswaldo Cruz and has taken several complementary courses in the area of sustainability. [\[Brazil\]](#)

---



### Bibiana Rosique

Passionate about marketing, she has more than 20 years of professional experience working in the private sector. She has been the **Marketing director for Starbucks Mexico** since October 2017. Before this, she worked at companies such as Burger King, Warner Lambert, Pfizer, Cadbury-Adams and Kraft, among others. As a marketer, she focuses on creating strong brand values and developing new business models with regional exposure. She has extensive experience reversing declining trends and strengthening brand credibility, relevance and benefits. She holds a degree in Marketing from the Monterrey Institute of Technology and Higher Education. [\[Mexico\]](#)

---



### Luisa Izquierdo

The **director of Human Resources for Microsoft Ibérica**, she is responsible for leading the strategy and implementation of the company's innovative Human Resources policies, which have led Microsoft to be ranked among the Best Companies to Work for in Spain. She joined the Microsoft team October 2015, following a successful and extensive career carried out over more than 15 years. She has occupied various leadership positions in not only Spain, but also in Europe and globally, working for companies such as Honeywell, Amena and Soluziona, among others. She holds degrees in Law from ICADE E-1 and Psychology from UNED. [\[Spain\]](#)

---



### Goyo Panadero

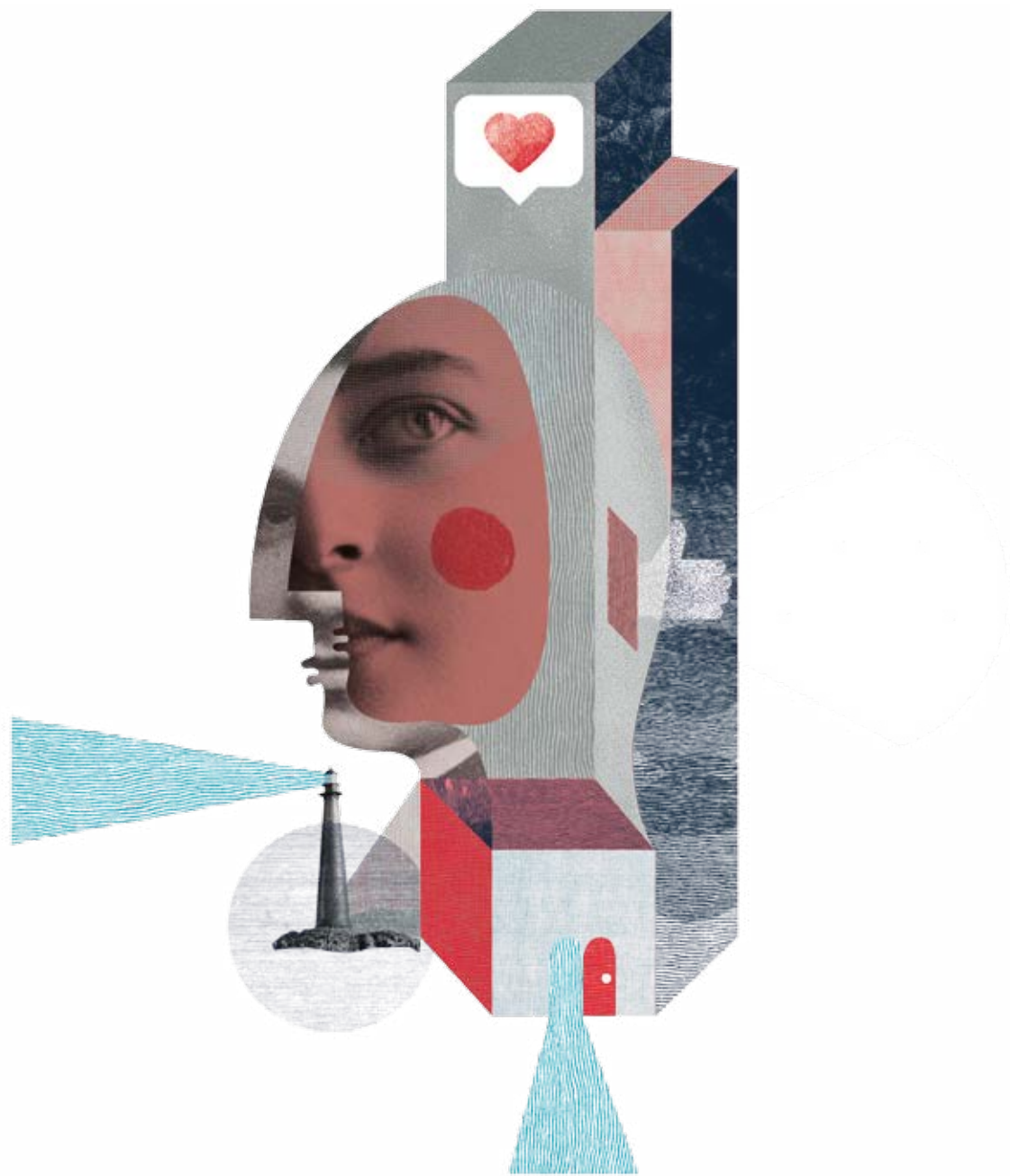
A **partner and general director of Talent and Innovation at LLYC**, he has extensive professional experience working in the world of communication at large multinationals. In recent years, he has led Global Communication and Corporate Reputation Departments for Deloitte, Ferrovial and BBVA, all Global Fortune 500 companies. In 2013, after more than two decades working in major corporations, he focused his professional career on studying leadership among senior directors and transmedia narratives. He was one of the founding partners of Impossible Tellers. In October 2015, he joined LLYC as a partner and general manager for Spain and Portugal. [\[Spain\]](#)

---



### David González Natal

The **global senior director of Consumer Engagement for LLYC**, he has worked in media outlets such as El Mundo and Cadena Ser, and he has been part of the press department for Círculo de Bellas Artes de Madrid. Before joining LLYC, he led national communication campaigns for seven years as the chief coordinator at PR agency Actúa. As a global leader in the Consumer Engagement area, he has led important projects for Campofrío, Coca-Cola, Telefónica, Gonvarri, Bezoya and Sacyr and has won more than 50 awards, including one Cannes Lion and two Soles. He holds degrees in Journalism from the Complutense School of Madrid and in Global CCO from ESADE. [\[Spain\]](#)





# CONSUMERS and BRANDS: a NEW ERA



**José Antonio Llorente**

Founding Partner and President of LLYC / U.S.A. - Spain

According to a PwC study, more than one in three consumers named brand confidence as one of the main things that influenced their purchase decision, over and above price. At the same time, we have recently witnessed an overall downward trend in the general population's trust in business and companies through indices such as the "Trust Barometer." Brands are a bridge, allowing companies to relate in a more fluid and enriching way—but within that relationship, widespread loss of consumer confidence is playing an increasingly important role.

The digital era has offered brands new opportunities to interact with consumers, and data transparency and changes in the privacy model have given rise to new approaches and more personalized experiences. But with opportunity also comes abuse; the misuse of this data and an overload of information and content has eroded consumer confidence in brands. Brands have not always been able to react to the new requirements of transparency, integrity and credibility in time for buyers who are increasingly well-informed, demanding and increasingly equal to companies.

**“Brands that are able to focus their efforts on providing inspiration, generating a sense of belonging and improving customer experience will be the best prepared to lead in consumer preference”**

This is the complex, uncertain and fascinating environment we explore in UNO Magazine's issue 32. Faced with a consumer-brand relationship governed by data, in which phenomena such as artificial intelligence and virtual reality are going to play a determining role, renowned marketing and communication specialists analyze not only this new era's future challenges, but also its opportunities. In it, brands will play a key role—now more than ever—in bringing consumers to companies. Those who are able to focus their efforts on providing inspiration, generating a sense of belonging by adding value and using data to improve customer experiences will be the best prepared to lead in consumer preference. I trust you will find the perspectives of the experts who collaborated on this issue as interesting as I do. It is a true pleasure to share our reflections on the challenges that matter.



# BRANDS as CULTURAL PHENOMENA



**José Antonio Zarzalejos**

Journalist and former Director of ABC and El Correo / Spain

The so-called “white label” brands mark a particular time: that of the greatest economic crisis in our century thus far. Their key attribute was not—and still is not—emotional, but purely rational and pragmatic. They are identified with cheaper products, an average quality compared to others in the market and the endorsement of large supermarkets that cater to potential clients who put practical criteria ahead of aspirational ones. White labels do not appeal to the subconscious but to rationality, and they continue to enjoy great success because these products meet consumer needs with commercial honesty, even if they reject emotional marketing for economic reasons. They are not “lovemarks;” that is, they do not seduce or excite emotion, nor do they create dependence, but instead carry a strong connotation of utility which, though it may seem strange, approaches customer need with humility.

White labels have ceased to be only a commercial denomination, becoming a clearly cultural definition. Their evocation connects with a defined social, economic and political era: that of the great economic crisis of the 21st century. So, when you write about those years of recession, unemployment, inequality and scarcity, you must mention white labels as a response to the recession. This type of brand—not strictly anonymous, but rather generic—has dictated a tendency, a way of consuming and, consequently, a

**“When writing about those years of recession, unemployment, inequality and scarcity, you must mention white labels as a response to the recession”**

way of living. They have shaped a cultural era, if we understand that to mean the way in which citizens live and behave as an expression of behavioral conduct, the way of acting in a certain historical timeframe and, therefore, a cultural manifestation.

There is a broad consensus that services and product brands—a concept different from the commercial and social definition—must respond to certain principles. They must faithfully reflect the nature of what they are offering and have to act responsibly toward their clients. They should incorporate emotion to drive loyalty by converting the consumption of their products and services into authentic experiences, and they have to lead brand advocacy with a legion of advocates who will enhance their reputations and multiply sales. But that consensus is not so broad—perhaps I would even say it is still elitist—with regard to a need for commercial brands to be part of the cultural reality of their time.

**“The challenge of branding is a highly specialized (and sophisticated) professional discipline that requires a body of work regarding how brands create culture”**

How do brands become part of a culture? It is a good question with few definitive technical or academic answers. Therefore, the challenge of branding is a highly specialized (and sophisticated) professional discipline that requires a body of work regarding how brands create culture. It could be argued, and it would be true, that pictorial Warholism could not be fully understood without the mythical brands-turned-icons of artistic creations. These marked an era, as did the Warhol's paintings of the Campbells tomato soup can (1962) and Coca-Cola bottles, not to mention the magnificent portraits of Marilyn Monroe and Elizabeth Taylor. Warhol's pop-art of the 1960s' is a reference point for the symbiosis, at least in part, of a certain kind of branding (remember there are personal brands, such as those of the aforementioned actresses) with one of the most defining cultural expressions, which is visual.

The challenge for brands is, on the one hand, to accompany social trends (which are a cultural expression), and, on the other, to create them or at least be at their forefront. It can then become part of the cultural heritage of each era, with deep interplay between the identity that incorporates the brand and the society where its products and services are offered.

This phenomenon is already happening, and with some notoriety. Many theaters and auditoriums in the most developed countries—including the United States and Spain—have incorporated a commercial brand to identify *themselves*, and so have sports stadiums. This phenomenon is called *naming rights*, which implies an advertising technique, a method of overcoming the usual marketing conventions, which manages to tie cultural events—whether sporting or scenic—to the commercial brand, establishing a line of coherence.

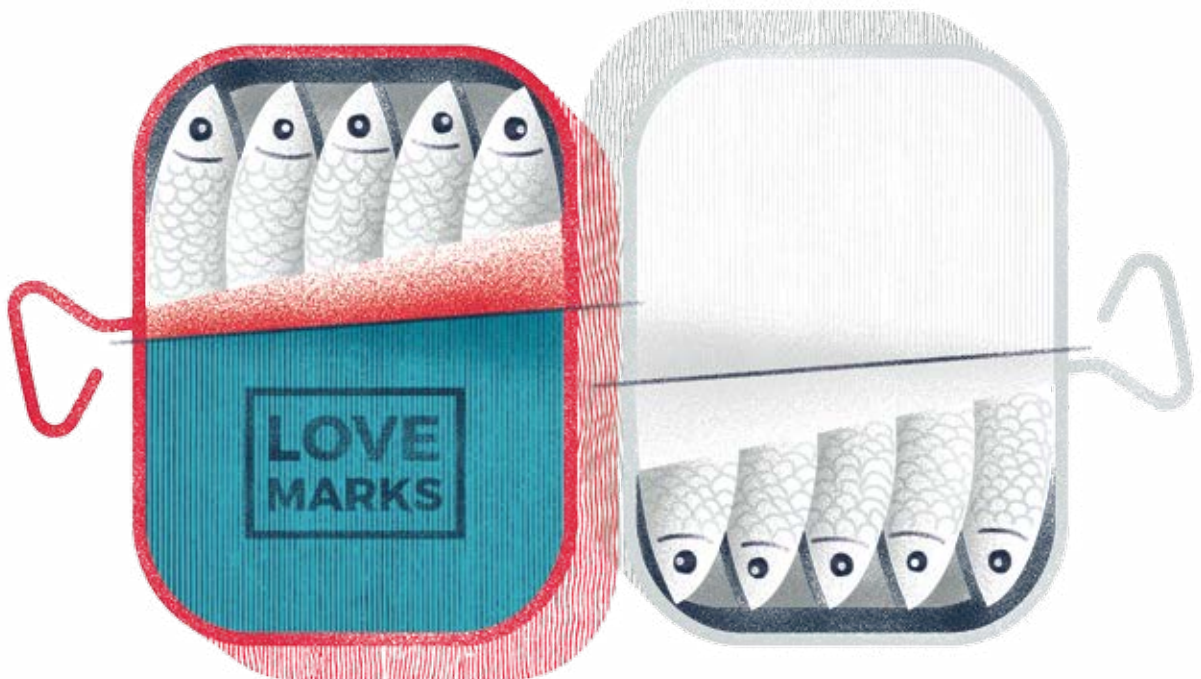
The cultural alignment promoted by some brands, particularly those that encompass or lead new lifestyles and are undoubtedly cultural expressions of our time, is even more pronounced. Slow-wear habits are encouraged by clothing products that value ecological aspects and energy savings in garment production, seasonal versatility and affordability. It is a revolution of attitudes toward the rampant consumerism of the last two decades. Something similar is occurring with the so-called “slow food,” an originally Italian international movement that, symbolized by the snail, aims to dignify the physiological fact of eating and endow this daily routine with a certain life philosophy. These tendencies have a driving social force, but are simultaneously driven by the brands that offer a cultural response to these new urges.

On another note, brand design, color and image are all part of the visual culture, and sound trademarks (which are on the rise)—an adaptation to progressive digitization—contribute decisively to modern societies' creative heritages and are an inseparable part of their artistic manifestations. This is so true that, today, the challenge for brands—in addition to all those that have

**“The cultural alignment promoted by some brands, particularly those that encompass or lead new lifestyles and are undoubtedly cultural expressions of our time, is even more pronounced”**

always adds knowledge and value. The combination of these two concepts brings us to cultural reality as the leading driver of our time. Brands must participate in drawing up that script.

been identified in recent years—lies not only in being a part of cultural reality, but in being cultural reality itself. We could ask ourselves why, but the answer is clear: technology is almost synonymous with knowledge, and high-quality digital content



# CHALLENGES for BRANDS in TIMES of CHANGE



**Patricio Jaramillo**

Vice President of Marketing at Alicorp / Peru

In a world where consumers are increasingly busy with multiple simultaneous tasks and must manage every second of their days, brands no longer work only to sell, but also to earn a lasting, loyal relationship with their public. The “time” factor is key not only to brands, but now for consumers as well, especially in our world of attention economics. To earn this loyalty, it is essential to clearly understand that today's consumers participate, interact, suggest and, above all, demand more.

If we think about the three keys to marketing in relation to the challenges brands face today, I would say the first is a reaffirmation of the simplest rule: everything we do must place the consumer at the center. The second lies in understanding that what worked in the past will not necessarily continue to work in the future. Third is technology, which has allowed us to do much more than we could before, in less time and with a lower investment.

Things have changed, but change is not necessarily bad; on the contrary, it is good and quite positive for those of us who are aware of the need to rapidly adapt to today's demands.

For any brand, insisting on using the old processes means being left behind by the competition. Although we may be able to reach the same conclusions and identify the

**“Brands no longer work only to sell, but also to earn a lasting, loyal relationship with their public”**

same opportunities, if we fail to modernize how we relate to consumers, it is more likely our messages will arrive late and will no longer be relevant to our audience. Now, with consumers at the center of everything we do, the most important thing will be to listen to them and be truly attentive to what they (both consumers and their communities) say. To achieve this, we must relate to them in the most natural way possible, as we would those closest to us. This implies developing more qualitative research to give us powerful insights we can transform into differentiating qualities. Deep consumer knowledge is the basis of any marketing activity's success—even more so for the mass consumer market, where decisions are made faster and are usually based on what seems cheapest.

Creativity is also indispensable to maintaining and strengthening the bond with our customers. Today, ideas must be sufficiently fluid to thrive across all channels, including digital ones. Being attentive to needs and responding correctly, innovating

with real ingenuity, both in products and services, will give us the ability to stay top-of-mind with our consumers. It is fundamental to understand that what works for one channel or outlet does not necessarily work for another.

Today, a brand must be more creative than ever, adopting a “personality” that allows you to talk to consumers, grow close to them, follow them and convert them—not in a day, but over time. Certainly, it is important for brands to identify the opportunities, insights and transversal motivators that will allow them to continue differentiating themselves in an increasingly competitive environment. Innovation is fundamental and has been a growth engine for the mass consumption business in Alicorp, for example. We must find new alternatives that offer added value over what consumers find in the market today.

Achieving customer loyalty implies a real effort to accurately understand not only what they are looking for, but also how, where, why and when they are looking for it. At this point, paying close attention and gaining understanding is more challenging than ever, because everything has been supercharged with technology and networks. The ways we contacted consumers five years ago are radically different from what we use today, because the incentives surrounding consumers have changed: they have intensified, and their priorities are also different.

**“A brand must be more creative than ever, adopting a “personality” that allows you to talk to consumers, grow close to them, follow them and convert them—not in a day, but over time”**

The great challenge of these times will be to turn media into a generator for transactions. We must leverage our available technology and different platforms’ power to reach our consumers and get them to notice our products. If we know when and how to contact them and we manage to turn this process into a virtuous cycle, we will have won their preference and loyalty.



# TARGETED COMMUNICATIONS:

## The only **CORRECT FORMULA**



**António Fuzeta da Ponte**

Brand and Communications Director at Worten / Portugal

The consumer is changing, continuously and at a shocking pace. Brands can attest to this, as their day-to-day task is to try to win and retain customers, always focusing on meeting their needs and exceeding expectations.

Today, this mission is ever more complex because, in addition to being more knowledgeable and demanding, consumers are also more sophisticated—largely because of the invasion of technology in their lives. New gadgets, apps and programs come out indiscriminately and overnight, influencing how we communicate, work, study, play and even relate. We live in a highly connected world, where technology and innovation continue to change our behavior and, therefore, our participation in society.

For the record, at Worten, we like technology a lot. We are a technological and future-oriented brand that follows trends closely, recognizing that change happens every day and is here to stay.

When the future is now, we must be sure of the choices we make and, above all, what we offer to consumers. We need to have strict criteria regarding how, when and to whom we communicate—and to do this, we must listen to consumers, to what they have to say. Then, it is up to us to make the right choice, at the right time. Because though it

**“We live in a highly connected world, where technology and innovation continue to change our behavior and, therefore, our participation in society”**

is important to know how to listen, it is no less important to know when to speak.

In communications (not only for brands), you must define your priorities (should I communicate A or B?) and guide the conversation (I will communicate A to X and B to Y). Only then do you begin consider and define the best channels or platforms (I will use social network Z to communicate A to X). We should not be overly anxious to communicate just because the available technology allows us to, even enhancing this flow and speed.

As soon as we know the consumer very well, this overeagerness to speak, respond and inform is softened, as we have found the right information, tone and channel to help us effectively reach the customer, without constraints or obstacles. It is a kind of homework that, when done continually and well, allows us to bring home the highest grade in the class, year after year—with the bonus that it's the client giving the grade!



**“The more we know about a consumer’s profile, the better we understand their lifestyle—and consequently, the more prepared we are to communicate with them”**

At Worten, we focus on targeted communications, filtered using customer data, mostly digital. For example, in 2018, we sent more than 50 million newsletters and 15 million targeted SMS messages. We believe text messages and emails are excellent tools for communicating immediately, informally and inexpensively with customers, with the added value of spontaneously placing our brand at that individual’s top-of-mind. We must not forget that, regardless of the business area in which we operate, if we prioritize how consumers perceive our brand, we will significantly accelerate our growth and, consequently, our market leadership.

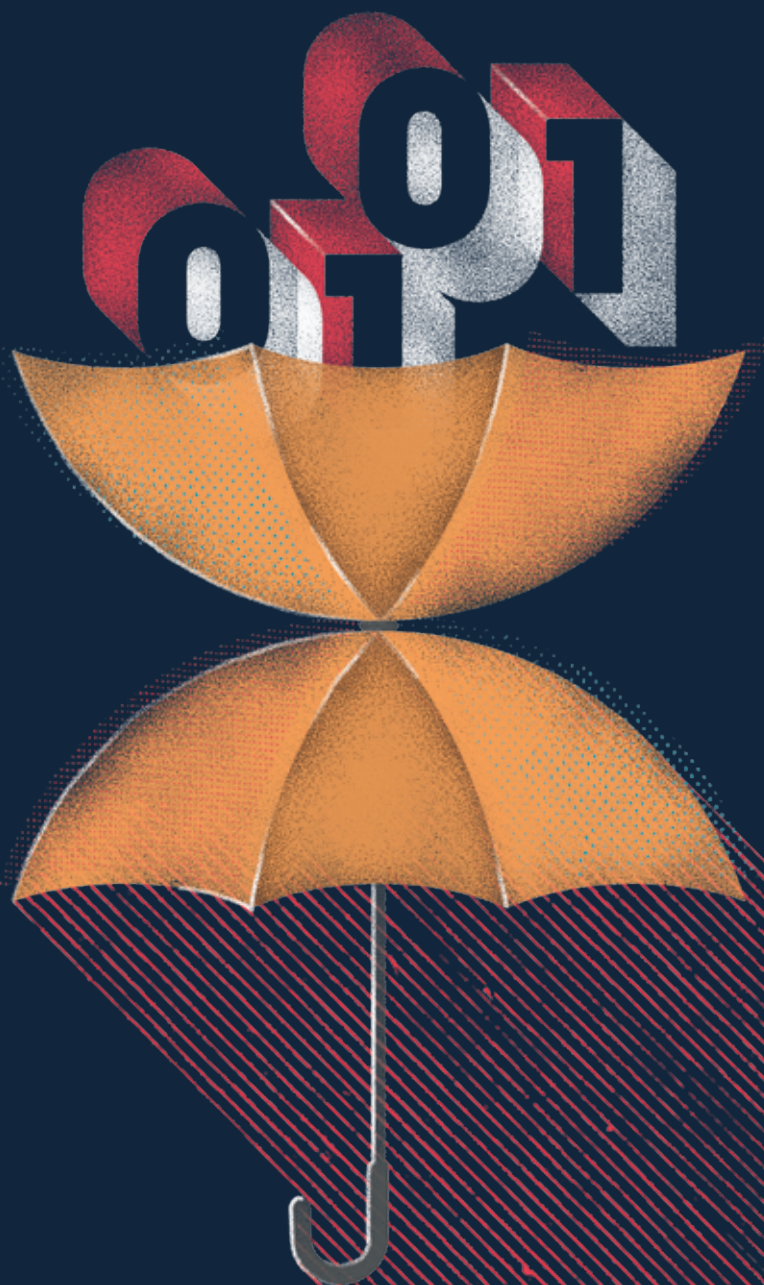
Although today we face a more sophisticated consumer, as we have seen previously—one with varied technological tools that facilitate and impact their daily lives—it is not the use of modern methodologies that makes the difference in consumer-brand relationships. What really counts is that we can transmit coherent, relevant data that brings us closer to our target audiences. The more we know about a consumer’s profile, the better we understand their lifestyle—and consequently, the more prepared we are to communicate with them. Knowing who our consumers are, where they live, as well as their preferences, needs and purchasing capacities, we can launch our message, ensuring a (nearly always) positive response that often translates into purchases of the product or service offered.

Or, at the least, we reinforce the consumer’s emotional attachment to the brand (which is still very important).

These are the so-called brand lovers, who embody, in practice, a spontaneous communication channel favoring the brand. Those who like it speak well of it, recommending it in an organic and credible way. Word-of-mouth is based on common experiences, and the perception that this individual person—who’s just like us—has of any given product, service or brand.

More or less demanding, more or less knowledgeable, more or less sophisticated, consumers today all want information relevant to them—or at the least to their close family, because past that the distance is enormous. Otherwise, the communication will have failed its purpose and the brand its objective.

Our approach, therefore, is targeted communications. The formula for this is not top secret. It involves hard work, but have no doubt it will be compensated in the very short term: identify your audience and impact it with the appropriate messages, using email, SMS or social media. In the end, this will translate into increased sales, reduced team effort and, more importantly, a better position for your brand. And all this can be achieved because the communication was accurate. Nice!



# DATA-DRIVEN BRANDING:

## More than just DATA and ALGORITHMS



**Daniel Vaughan**

Director of Big Data at Telefónica México / Mexico

According to a 2018 ranking,<sup>1</sup> 13 of the 100 companies with the highest brand value are technology companies that have made data and artificial intelligence fundamental components of their connections with customers. Other companies, operating in sectors such as retail and media, have also used these same tools as strategic assets from the start for their paths to growth. As a general, none of these sectors avoided the Big Data 2.0 revolution.

After almost 15 years since its inception, with many promises and expectations to fulfill, Big Data is finally transforming how we interact with customers and, at the same time, how we do business, build reputations and create, maintain and nourish our brands. In its infancy, the data revolution promised companies access to a greater *volume* of information regarding different *varieties* of data at a much higher *velocity*—the famous three Vs.

Over time, companies began to understand that the focus cannot be on the data itself, but rather on its capacity to generate value. In the business world, the virtuous circle of value is the master driving a company's survival and dominance. The customer is the

**“The customer is the main value generator for companies, which must, in turn, generate value for consumers to ensure their loyalty”**

main value generator for companies, which must, in turn, generate value for consumers to ensure their loyalty. When this virtuous circle becomes a company's mission and vision, brand reputation and positioning is guaranteed over time. This is where data takes a leading role, becoming a strategic enabler of this symbiotic relationship between customers and companies.

On a basic level, data generates value through its ability to quickly give us a high-resolution photograph of our relationships with customers while simultaneously facilitating more granular and accurate monitoring of company and market health. Thanks to descriptive analysis, we can, among other things, understand what customers are doing at any important moment.

But data also allows us to imagine more ambitious ways of generating value. For example, one of marketing professionals' collective dreams is to offer the right

---

<sup>1</sup> <https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/>

customer the right product for the right price at the right time. Alternatively, what company wouldn't want to quickly identify the negatives caused by a poorly designed product, wasteful complaint process or, simply, any experience below customer expectations? This world of almost perfect customization and proactive customer interaction is now possible, thanks to the predictive and prescriptive capacity at the heart of the Big Data 2.0 revolution.

**“If we use the information generated by customer interactions, we can build predictive models of their satisfaction in real time”**

This new predictive technology—known as artificial intelligence, machine learning or advanced analytics—seeks to take advantage of all the information we have about our customers and company activities so that, using sophisticated algorithms, we can respond to specific business questions and generate a high potential for increasing symbiotic value.

Let's quickly look at some of its features to understand how it impacts brand creation, construction and maintenance. It's enough to discuss the three necessary ingredients, starting with a change in company culture and the adoption of modern technologies, alongside the aforementioned three Vs of data.

First and foremost, it adapts scientific methodology to the businesses. Thus,

through systematic use of trial and error, it seeks to learn from customer data and interactions to identify the best overlap between what we offer and what customers need. This way of operating, guided by data and evidence, requires an important cultural shift that is forcing companies to break down organizational silos to ensure work is agile and transversal. This process, although painful, generates important value in the medium-term and is a solid brand differentiator in the long-term.

Technology also plays a fundamental role. Data held in the cloud or company data centers promises to eliminate information storage and can process, in seconds, information with a 360° view of customers and their interactions with companies. Accompanied by data governance programs that guarantee their veracity and quality, development and automation processes can obtain the necessary scale to become truly transformative.

Finally, machine learning algorithms play a central role. For example, let's take facial recognition or natural language processing algorithms. Today we can recognize emotions from facial images or intensity and tonality in a conversation. If we also use the information generated by customer interactions, we can build predictive models of their satisfaction in real time. The dream of a customer-focused company can come true, becoming a fundamental pillar for brand creation.

How, then, can you create a powerful brand based on data and evidence? You must start with the culture. In the new economy, the Big Data 2.0 economy, the virtuous circle of value must not only be consistent with the company's culture, mission and

vision, but should also be based on a data-driven culture.

Machines will not replace creative capacity in generating emotional connections. Here, humans have no rival, but it is inconceivable to think that, in the data economy, a brand can enhance its sustainability without the Big Data 2.0 revolution's methods.

**“The virtuous circle of value must not only be consistent with the company’s culture, mission and vision, but should also be based on a data-driven culture”**





# BRAND CHALLENGES with today's CONSUMER



**Beatriz Navarro**

Director of Marketing and Communication at Fnac / Spain

The main challenge for brands lies in knowing who our customers are, how they behave and what their needs are. At Fnac we have been operating in Spain for more than 25 years, and this knowledge is still a fundamental aspect of our business, as well as one of our distinguishing values.

At Fnac, we were pioneers, being one of the first retailers in Spain to sell online, but customers are now no longer simply "Online" or "Offline." For several years, we unified our databases to create the concept of a "unique customer," allowing us to put consumers at the center of our brand and gain detailed knowledge of their purchasing patterns (both On and Off) so we can send them ad hoc and customized content according to their needs. Today, 25 percent of our customers are multichannel, accounting for 50 percent of our online sales. In fact, the conversion rate for multichannel buyers is 20 percent higher than that of traditional ones.

As a brand, it is essential to enhance the shopping experience—both in-store and online—while offering expert services and differentiated products. Our specialized salespeople have detailed knowledge of our products and independent prescribers, only recommending what customers are looking for and what best suits them. We have incorporated this experience into our online channels by using CulturaFnac, our platform

**“We work to strengthen our unique personality, everything that defines us as a brand: innovation, shopping experience and expert advice ”**

of expert vloggers, and sharing events via streaming.

On the other hand, with digitization and changing consumer habits, we rely, from the beginning, on social networks to listen to our customers' needs and establish direct contact, allowing us to improve their experiences. In addition to having a communications tool for our cultural activities, events and contests, our social networks also have a Twitter channel dedicated to customer service where we address any questions, suggestions or complaints that may arise. Through this, we have been able to get to know customer concerns and needs, improving company-consumer communication.

Monthly, we do "Customer Listening" reports. Through them, we filter and analyze all insights received from our various channels. These reports are then sent to the Management Committee, and we follow up with each department to adapt our selections, prices, campaigns, etc. All these

measures help us interact with customers, respond to their questions and requests and, ultimately, get to know them better.

From my perspective, in a highly competitive environment saturated with supply, brands should focus on four key points that help them to differentiate:

- Shopping experience. This is one of the most important aspects, and at Fnac, we are specialists, curating this experience not only in our 36 physical stores throughout Spain, but also on our Fnac.es website. For example, at Fnac we do an average of 5,000 events a year, making us one of the leading cultural players in the country.
- Qualified advisory. While it is true that today's consumer has access to a lot of information and knows what they want to buy, sometimes there is an information overload, so many customers are grateful for independent specialist advice. This advisory is also integrated into the digital world. For example, our experts use YouTube to share their knowledge and qualified advisory with users through our vlogger program.
- Flexibility. At Fnac, our multichannel options allow customers to choose how they want to receive their purchases. Click & Collect allows you to buy online and pick up your order in-store, or have it shipped to your address. With ClickinStore, you can shop in a store at another location and pick up the purchase there, or have it shipped to your home. Using Reserve & Collect, you can have us hold all your purchases online, then pick them up at your local Fnac center in just one hour. We also offer Same-day Delivery, for those who want to receive their purchases at home on the same day.

However, what we offer our customers above all is flexibility, allowing them to receive or collect their orders when they want and where they want so they can plan their shopping freely.

- Brand confidence. Businesses should seek a balance between personalization and privacy. At Fnac, we use CRM and Big Data to truly get to know our customers and ensure we only offer them content that fits their needs, thus avoiding saturating them with emails or mobile phone messages with useless information. Beyond the amount of data, it is correct use of it that can make the difference between companies.

Finally, it is important that, as a brand, we make our customers "feel special." For example, Fnac has a fidelity program that is one of the main drivers of the company's activity, offering its members essential priority. Club Fnac has been a pioneer in Spain since it started business in 1993, and it currently has more than 650,000 members. This program aims to offer the best prices and shopping experiences available. Among its advantages are permanent discounts on all purchases; two years of free 24-hour shipments; invitations to premieres; reserved seats at our Forums; special discounts; reduced prices on film platforms and music on demand via Rakuten and Deezer, respectively; and exclusive content from Kobo by Fnac or discounts on our Micro Clinic service.

Of course we are interested in winning new customers, but we also put a lot of effort into adapting to our current consumers' needs and tastes. They have been loyal to us for 25 years. And through all this, we work to strengthen our unique personality, everything that defines us as a brand: innovation, shopping experience and expert advice.

# FINALLY in FIRST PLACE



**Leandro Teixeira**

Director of Marketing and Product at Volvo Car Brasil / Brazil

They are alert, (very) well informed, less loyal, do not like “more or less” and believe more in what others say than what brands say. These are the new generation of consumers, and they are forcing brands to reinvent themselves in how they think, act and, above all, relate.

Unlimited access to information and people has caused a rapid change in the dynamics of the consumer journey. Communications, once one-sided and basically reliant on advertisers saying what they wanted through the media (paid or not), now has no owner. What was linear is now a network, and that network is huge.

But what does communications have to do with the dynamics of consumption? A lot. It all starts with the fact that today's consumers know too much! It is not news to anyone that knowledge is power. One of the main effects of this volume of available information is that our current and future customers do not need (or like) our vendors or stores. Going to a point of sale is a “necessary evil” for anyone who has the whole world within a click of their fingers—unless the experience is worth it. Good experiences, inclusively, must be an obsession for brands at all points of contact, from the website to the customer service. Here, we arrive at two important challenges for brands today: to be present and available online, and to be able to offer memorable experiences.

**“Brands that stay in the middle of the road will find it increasingly difficult to attract customers”**

Is it obvious that being online is important? Yes. Is it straightforward? No. Do brands do it right? Definitely not! Advertising that interrupts and/or reaches consumers irrelevant to your brand, news or negative comments from influential individuals present on search engines, social networking profiles that only advertise rather than generate content or talk... None of this builds relationships with consumers, but it is what we see most brands out there doing. The good news is, the tools needed to prevent this from happening already exist.

What about experience? Here is where the great corporate empires of the past have much to learn from startups, not only in terms of business model (innovative and agile) but also regarding their products and services. Quickly name 5 startups that come to mind, and I can guarantee that most (probably all) have simplifying people's lives as a main goal. Simplifying life is, without a doubt, an example of experience at its core. Banks without bureaucracy, immediate purchases without needing cash, the delivery of anything to anywhere, online buys with same day delivery. Does this mean all industries that



do not sell service, mobility, etc., will end? No, but it does mean these industries must learn to be more relevant by placing the consumer at the center and making their relationships with them a memorable experience at every step and point of contact.

Another feature of new consumers is that they are increasingly less in the “middle.” A biscuit that is neither the healthiest nor the tastiest has no reason to exist. This also stems from the current communication dynamics, which has a polarizing effect that ends up forcing people to take a public position. Consequently, brands that stay in the middle of the road will find it increasingly difficult to attract customers. This holds true for both their products and their purposes. Therefore, position yourself. Be bold in both conversation and attitude. Pleasing everyone has become both impossible and unnecessary.

**“Good experiences, inclusively, must be an obsession for brands at all points of contact, from the website to the customer service ”**

But does every conversation or position, as long as it is bold, work? Of course not. And here is another point (and one of my favorites) regarding the new consumer: they are increasingly concerned about values. Of course, they will seek to relate to brands with compatible values. So, for brands, there are some questions and challenges. Are you part of an organization with values? Are they clear to you and to potential consumers? Are they relevant? Is there a coherent conversation surrounding these attitudes?

I repeat: they are alert, (very) well informed, less loyal, do not like “more or less” and believe more in what others say than what brands say. But they are much more open, concerned about the world and available for dialogue. They only expect us to place them where their place should always have been: first.



# GLOBAL BRANDS with LOCAL HEARTS



**Lorena Gutierrez**

Marketing Manager at Industrias San Miguel del Caribe / Dominican Republic

Some time ago, it was thought that the challenge for marketing professionals lies in generating consumer passion for products. Today, I think our challenge is to become passionate about our consumers. When we become passionate about them, we develop a genuine interest in getting to know them, understanding them and adding value to their lives—and this will definitely be rewarded with brand loyalty.

Today, I would like to talk about the main challenges a brand faces from the perspective of one company in particular, which overcame many challenges to become a market leader.

## DEFINE YOUR BRAND VALUE

Today's consumers are very demanding. They do not consume products, but values and brand propositions. During a family vacation, our founders, the Añaños family, saw an opportunity to offer a quality drink with a wide distribution in places where no brand had been present before. After several years spent investigating consumer behavior and the country's situation, they found an opportunity to establish a plant in the border area. This, in turn, contributed to the economic development there. Having this plant and its own distribution allowed us to come up with an interesting offering for places where quality drinks were not readily

**“When we become passionate about our consumers, we develop a genuine interest in getting to know them, understanding them and adding value to their lives ”**

available. In this way, we first covered the towns, and then the capital. Our promise is now that where there is a Dominican, there is a Kola Real (Royal Kola).

We identified Dominican consumers as very demanding, valuing their national customs and roots. So we decided on a brand that represents Dominicans, inspiring them to get the best out of himself in every situation. The current consumer seeks brands with purpose, so our challenge is to remain consistent with the values we want to inspire in Dominican families.

Our strategy to penetrate the Dominican market focused on offering a quality product with a varied portfolio and a brand that reflects the Dominican identity. We added a wide distribution network, designed to take our drinks to previously inaccessible zones, to our quality product (with a variety of flavors and styles) and began building a brand that embodies the Dominican identity.

**“Your marketing team has to be multicultural and diverse, from different origins and backgrounds, since this will help ensure they generate innovative ideas from various perspectives”**

Today, we are proud to be leaders, contributing value to some of the main focuses for Dominican identity, such as gastronomy, sports and music.

For gastronomy, we created “El Sabor de mi País (The Flavor of My Country),” a documentary platform where we visited different Dominican regions to find the local chefs who best represented each area’s traditional dish.

In sports, we support national and minor leagues, as well as national basketball and soccer teams. We also promote sports venues in the country.

And regarding music and culture, we support local artists, contributing to carnivals and festivals in different towns and promoting recreational areas where popular traditions can be revived and enjoyed.

### **CHOOSE YOUR BEST ALLIES**

Your marketing team has to be multicultural and diverse, from different origins and backgrounds, since this will help ensure they generate innovative ideas from various perspectives. Marketers must be bold enough to explore new opportunities and ideas; they

must be flexible enough to react and adjust when necessary; and, unquestionably, they must be results-oriented.

Regarding mass products, shop assistants are a relevant ally, and their feedback is important to creating mutually beneficial strategies.

On the other hand, it is necessary to identify allies for proliferating the brand. Do not look for influencers, but long-term allies who create and live the brand’s values, understanding that each one has a specific audience. They need to be genuinely committed to these values. It is often believed that a good influencer is a celebrity with millions of followers, but we believe in spokespeople with their own identities, who can grow alongside the brand.

### **DATA VS. INSTINCT AND EXPERIENCE IN DECISION-MAKING**

Measuring helps let us know if we are on the right track. Everything can—and must—be measured.

The difference lies in how often this measurement is done. We should not look for quick results, but be alert to results that are sustained over time. That’s the difference between focusing on short-term sales and sustainable brand value.

Traditional studies are necessary, as they allow us to measure certain macro-variables, but it is key to not lose human contact. Therefore, in addition to carrying out ad hoc studies, we visit people’s homes to understand how they live, their relationships with our products and how we can improve our brand experience. This also allows us to identify trends. Getting to know your consumers directly is irreplaceable.

How can we tell if we're on the right track? By looking at consumer acceptance and recognition, the trust of and support from our customers and suppliers and our own team's commitment and pride. We are a family of 2,100 employees who give our best every day to make each process a little more viable. At ISM, we are happy and grateful for the support of all our stakeholders, which is reflected in our leadership position in this competitive, demanding environment.

**“Measuring helps let us know if we are on the right track. We should not look for quick results, but be alert to results that are sustained over time”**

## **REINVENT YOURSELF WITHOUT LOSING YOUR ESSENCE**

The world is constantly changing, and consumers expect brands to evolve as well. Two years ago, we relaunched Kola Real. This not only focused on changing our image, but also came with a fresher attitude, more active brand experience (sports, gastronomy, music) and more dynamism in the digital world. We now hold contests where our followers can experience gastronomic, cultural and/or sporting experiences in small groups, giving us the opportunity to converse and co-create our next activities. After living a Kola Real brand experience, we want our consumers feel even more proud of being Dominican.

## **FACE NEW CHALLENGES**

In today's competitive market, the main challenge is staying ahead of Dominican consumers' demands, as they are very demanding and highly aware of global trends. To do this, we conduct periodic tests of new products and maintain an open communications channel through digital platforms. One of the most significant challenges we face comes from the current digital dynamic that has revolutionized the world, especially regarding how we communicate and connect as a society. Given that, the main challenge in this environment, filled with contamination and immediacy, is not only to connect, but to stay connected and to facilitate access to products and services in the digital realm, providing immediate responses to customer needs and questions.

# TOUS: The CHALLENGE of SEDUCING TODAY'S CONSUMER



Anaïs Durand

Director of Marketing and Communication, TOUS / France

With more than 4,000 professionals, TOUS promotes a corporate culture based on its legacy, commitment and creativity. Affection, fun and a youthful spirit are the values associated with our product, brand and how we communicate. It is, without doubt, a major differentiating factor from other companies.

When discussing company values, at TOUS we think of "creativity" because we dare to do things differently, with agility, courage and quality. We think of "commitment" because we pursue our dreams freely, improving our world, concerning ourselves with our collaborators and building a common project together. We think of "teamwork" because together we create a shared business project, one in which individual talent always follows team results based on the quality of relationships. We also think of "globality." Present in more than 50 countries, we mix knowledge of the diversity that surrounds us into our business decisions, products, processes and relationships with our associates. Last but not least, we think of "passion for the customer," because we work together, with focus and precision, to exceed expectations and deliver the quality they deserve, always listening to our customers and providing value during every moment of their lives.

**“TOUS has evolved to be able to continue surprising the world with its innovations and design, without losing its essence ”**

There is no one value more important than any other. All are essential, defining us as a brand and ensuring TOUS' position in the market. These values are reflected throughout the brand's entire trajectory to earn our consumers' trust and adapt to their needs in each country where we do business. TOUS has evolved to be able to continue surprising the world with its innovations and design, without losing its essence. We combine the latest technologies with artisanal techniques that are part of our trade and tradition. We have a clear vision, which is to turn TOUS into the most successful and desired jewelry and accessories brand in the world, and a firm commitment to provide value to our customers, employees and society as a whole.

As such, we gave ourselves the following challenges: advance in ecommerce, multi-channels and digitalization. Ecommerce

represents a major opportunity for retail brands. Currently, TOUS sales through digital channels are at 6 percent. Although this is more than remarkable given the importance of physical stores in each market (more than 700 stores around the world), it still has a great deal of growth potential. TOUS grew digital sales by 36 percent in 2017 after two years of record increases following the launch of this channel, which is now

**“TOUS has made a firm commitment to digitization and service flexibility”**

operational in 14 markets.

Multi-channeling is another clear strategic focus thanks to the tangible benefits it provides customers, offering flexibility in terms of purchase and collection options. At our points-of-sale, we are focusing on multi-channel innovations above all else, using technology and digitalization to facilitate purchases for our customers. Now, you can reserve your products from our ecommerce platform and pick them up in stores, or buy a product from the store without it being physically present, then receive it at home or pick it up at the store later.

Finally, I would like to highlight digitization, as it represents a great opportunity for brands, not to mention the impact it has on customer relationships. It allows greater engagement, which is increasingly necessary to connect with today's consumers. As such, TOUS has made a firm commitment to digitalization and service flexibility. The general trend toward digital consumers, as well its positioning and reliability as an affordable luxury jewelry brand, have allowed a consolidation of the international and multi-channel trends. For us, being “digitalized” means having accurate information systems to achieve both an improvement in our relationships with current and potential customers and a better quality of service. This is how we get to be admired around the world—by offering jewelry and accessories that are part of the important moments in our customers’ lives, and remaining an exciting brand that generates value thanks to the quality, passion and spirit of service in all concerned.

# FIRST things FIRST



**Martha Arbeláez**

Director of Marketing and Communications at Nestlé Colombia / Colombia

Marketing and communication teams are always motivated to ensure their brand's value proposition is supported by a narrative that goes beyond satisfying functional benefits to clearly express the purpose behind each brand in the portfolio, which must, of course, also go hand-in-hand with a profitable business.

However, I have taken some time to review the natural order of the brand-building process, because evidence has shown it is very common to find strategies focused on building a brand's purpose without having first evaluated the brand's value chain that supports its offering. It seems simple, and we often take for granted that we manage to resolve consumer concerns through a matrix of messages sharing an emotional story when, in reality, people are concerned with new ingredients, tastes, experiences and global trends, reflecting opportunities in areas we are still developing.

My thoughts revolve around the moment we concentrate all our resources on structuring the platform our brand proposition will use, when perhaps the first exercise should be a pause to evaluate whether it is, in fact, satisfying the needs of today's consumers—the informed, demanding and critical consumers who are constantly evolving—not to mention their tastes and concerns.

**“Despite the fact that many brands communicate topics of shared value or concern for the environment, buyers end up choosing products from competitors”**

It is difficult to remember that modern consumers not only connect with brand propositions (without taking into account functional or emotional attributes and benefits, which continue to have a major influence on purchasing decisions), but also assess other elements that are probably not part of today's range of possibilities. Several studies have been able to verify that, despite the fact that many brands communicate topics of shared value or concern for the environment, buyers—aside from recognizing their merit—end up choosing products from competitors based on variables such as taste, price or ingredients.

So I would state that the relevance of brand propositions should be inspired by a holistic satisfaction of consumer desires and motivations, transcending the purely functional and linking it to an offering that impacts their quality of life, including attributes



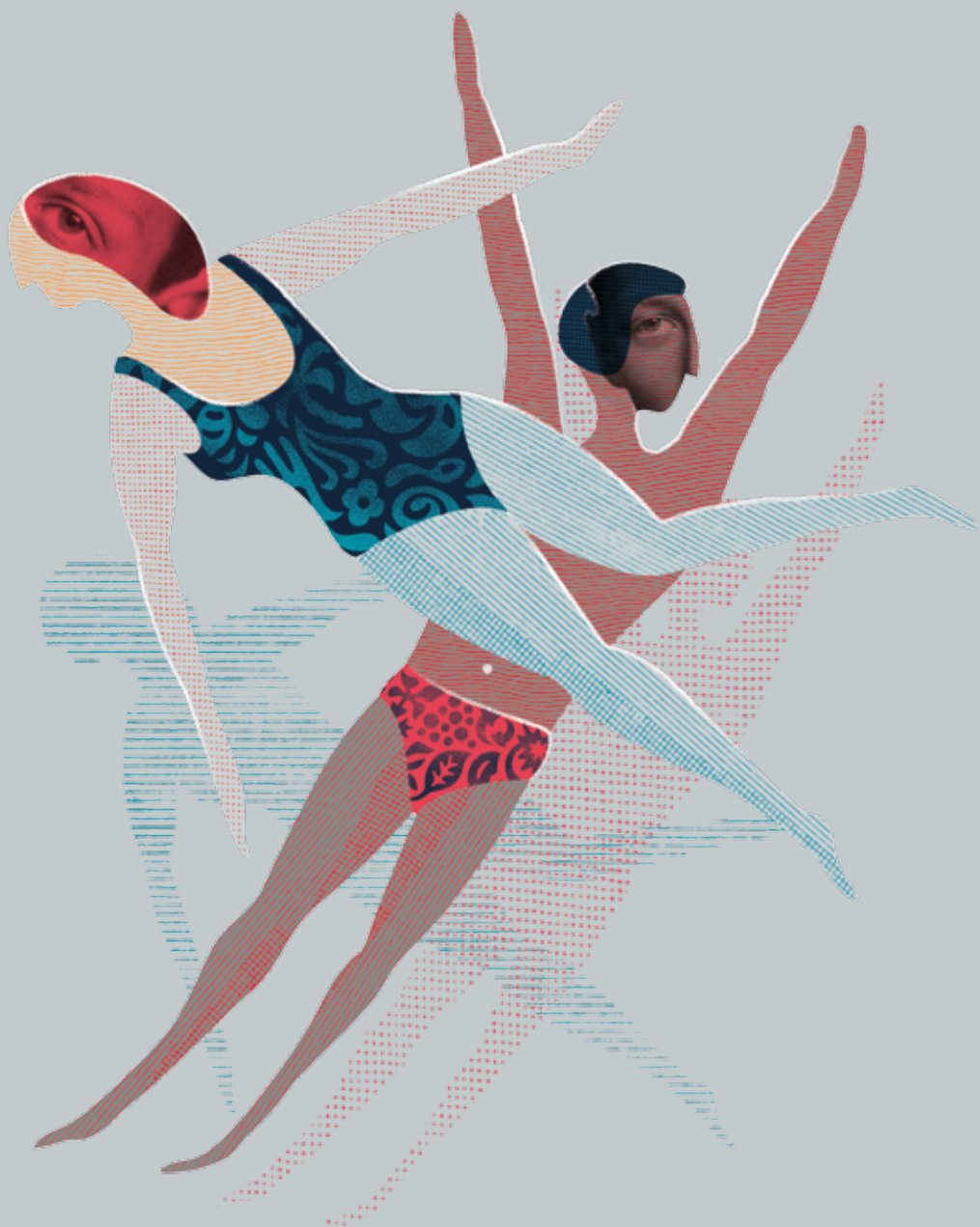
that take into account what they provide the individual consumer, community benefit and near-future global trends. These are three definitive variables to leverage for storytelling to lay the foundations for a communications platform that connects with the tone and type of conversation consumers expect. After following this path, we could consider reaching out on their communication channels and asking them to let us in, where we could build a direct relationship with them.

Now, we need to think about the points of contact where we are going to have these conversations, especially those we choose for discussing our brand proposition. Receptivity to these messages varies wildly from one channel to another. On some social networks, for example, followers are looking to socialize, provide updates on their lives or engage with light topics that help them find moments of distraction. In traditional media, messages are short and discussed in a broad information agenda that challenges anyone's ability to stand out through noteworthy, innovative, differentiated stories with tangible arguments.

That is why it is so important to be clear about the status of our storydoing before activating our communication teams. Storydoing is the determining factor in actions and evidence, supporting each story fragment we use to boost our brand's value proposition at its various points of contact, according to the relevance and needs of each. We should not design a communications strategy without having done the work of reviewing our inventory of achievements, commitments and results that give life to each brand's purpose.

Phillip Kotler says, "It is no longer enough to satisfy customers; Now, we have to leave them delighted." And I think the ways brands court each consumer are partly based on finding a balance between satisfying needs and connecting with a higher purpose, one that manages to hook them into any of its three dimensions. We must prioritize among those aspects that directly impact each individual's routine and their day-to-day decisions.

**“The relevance of brand propositions should be inspired by a holistic satisfaction of consumer desires and motivations, transcending the purely functional”**



# How to **CREATE BRANDS RELEVANT** to the **HOME CARE MARKET**



**Teresa Abecasis Burnay**

Director of Marketing of Home & Personal Care and Director of Media and Communication at Unilever FIMA / Portugal

“Making your home a better world, making our world a better home!” This is the mantra inside Unilever’s Home Care unit, reflecting our dual focus on consumer needs and desires to feel good in their homes and the sustainability of the planet in which we live—and which is, after all, our home.

Home care markets may seem at first to be mostly functional and commoditized, but their role in family life, not in the least thanks to their importance in the domestic budget, makes them one of the areas through which our brands can best touch people’s lives.

This is one of the many factors that motivate Unilever’s 62,000 global workers to focus on the development, communication and marketing of our products. We strive to have a positive impact on sustainability, whether by improving health and wellbeing, reducing our environmental footprint or promoting better living conditions, either by creating jobs or supporting equal opportunity for women. Working with this spirit of purpose and service has been a part of Unilever since its foundation in 1888, when Lord William Lever created the Lever Brothers factory in Port Sunlight, bringing better conditions to the English community through its vision of making cleanliness and hygiene commonplace in society. Over the last 130 years, its legacy

**“In a market where pricing and promotion take on an ever-greater importance, only brands with a clear perspective or differentiating cause will remain top of mind among consumers”**

has been growing, and today it is essential for any project in the company to add to our society’s and planet’s sustainability.

But even if sustainability is a growing trend, it is already much more advanced in other European markets. Even in Portugal, it is more commonly found in food or personal care than in home care. One of the major things that prevents this market from accelerating its search for more sustainable solutions is that their production is still often more expensive than that of conventional products, which translates into higher final consumer prices. If we combine this with the difficulty in perceiving the difference between technical specifications and the language used in their ads, as well as the fact that they do not always have a proven efficacy, we can see why this segment is still very small in these areas.

Given this, it is imperative key brands eliminate these barriers so sustainable propositions become the norm in Home Care, something required by consumers for all their household hygiene products or clothing treatments.

And what does it take for a brand to be relevant? Faithful to our legacy, we believe relevance can only be built with a purpose! In a market where pricing and promotion take on an ever-greater importance, only brands with a clear perspective or differentiating cause, consistently communicated, will remain top-of-mind among consumers and give additional motive to purchase them.

Skip is undoubtedly a corollary to this statement. No other brand in the Portuguese home care market could better exemplify how a value proposition translates to fairness and, consequently, consumer preference. With the aim of showing that dirt stains are just marks of a life well-lived, since 2005, the company's mission has been to motivate outdoor education for children through its "It's Good to Get Dirty" program. Linking "Brand Say" with "Brand Do," this idea has been continuously communicated through events and activities, such as family days at Monsanto Park, the opening of a children's playground in Outurela and, more recently, Outdoor School Days.

This year, a disruptive campaign shocked the public for three days by "threatening" to launch reality show *Space Kid*, in which a 7-year-old would live alone in a "spacecraft" for 1 year, only connected to the world via technology. The idea arrived with the launch of the *Momentos que Marcam* (Moments that Matter) campaign, and its goal was to

**“Brands that implement clear goals grow at rates significantly higher than the average company’s”**

draw attention to the fact that by 7, today's average child has been exposed to screens for an accumulated year. In Portugal, the number is even more frightening: 2 years!

Domestos also has a very strong value proposition. It took on the mission of combating poor sanitation, seeking access to clean living conditions for 25 million people worldwide. This brand has a longstanding partnership with UNICEF, which also came to Portugal last year. Now, part of the revenue from its products sold goes to this cause. Since 2012, more than 75,000 children have benefited from this partnership, and 6 million people have had access to clean bathrooms. And do not think the issue of poor hygiene is a problem only in developing countries. In Portugal, Domestos has a special focus on schools and the implication poor hygiene may have on children's educations, having conducted a study indicating that 59 percent of children do not use their schools' sanitation facilities, or only do so as a last resort.

Focusing brand resources on value proposition, leaving aside communicating pure functionality and superiority, requires courage, determination and consistency. However, if the product's benefits are also to be delivered—without defrauding consumer expectations—it is the proposition that really adds value to the

brand and creates an emotional bond that is difficult to break.

Brands that implement clear goals grow at rates significantly higher than the average company's, demonstrating that this is the way to remain relevant and win. In addition, companies that embrace a value proposition last longer, and their people thrive and are happy!

**“Focusing brand resources on value proposition, leaving aside communicating pure functionality and superiority, requires courage, determination and consistency”**



# CONSTANT CONVERSATION to CREATE PRODUCTS that DELIGHT



**Matias Ignacio Prado**

Marketing Manager of the Beauty categories at Procter & Gamble Argentina / Argentina

Just a few years ago, being able to understand and listen to what consumers needed from brands was not as relatively “easy” as it is today. It was even difficult to determine who these consumers were. We used “boxes” to classify them, using socio-demographic data and known target groups. That type of classification, however, only identified large groups of people with common characteristics, and wasn’t enough to meet the challenges of personalization—providing each consumer the most fundamental, valuable offering: a product and experience that serve them well.

Fortunately, advancements in information and communications technology, along with the numerous resulting new tools, have enabled brands to identify who their true consumers are. Now, we can get to know them at a deeper level by focusing conversations around what they need and expect (or don’t expect) from the brand. It is also important to identify how those consumers might react to a new offering, as well as what they may appreciate about the competitors’ products and/or services.

However, brand timelines are increasingly tyrannical and sporadic. Often, communication must be immediate, if not “automatic.” But the desire to be fast and effective shouldn’t make us lose sight of the horizon and general strategy behind every action or message. That’s what active listening is all about: conversing

with thousands of consumers around the world, getting to know their preferences and behaviors to offer products that delight them. Research is the key.

We are overly exposed to the wide range of offerings and information surrounding us, so much so that differentiating ourselves from the competition is one of the great challenges brands must face. It here that communication becomes fundamental to developing and implementing strategies that are unique, revolutionary, genuine and, above all, designed for social networks. This is where listening to and understanding consumers regarding where they go and what they are looking for comes in. Then, it’s about offering them what they want and need, working to increasingly personalize the brand’s products and services.

Brands like Pantene are pioneers in conducting research on their consumers. Using platforms that allow us to analyze conversations on social networks enables us to design and develop products and strategies that are increasingly “customizable.” We do this to better reach our consumers, making them active participants. Consumers today, in addition to wanting a service or product, seek to feel a sense of identity with the brand. That is our major goal.

Pantene is currently launching its most revolutionary product of the past 30 years,

**“Ongoing active listening is all about conversing with thousands of consumers around the world, getting to know their preferences and behaviors to offer products that delight them”**

driven by the market research, active listening and scientific development that enabled it to introduce an innovative solution that goes beyond a simple shampoo. The new Minute Miracle, reinforced with the power of an ampoule, revitalizes hair treatments from root to tip using a creamy foam and incredible—and long-lasting—scent. This product was born out of a specific consumer need, identified in studies that demonstrated the preoccupation Latin American women feel with split ends and frizzy hair.

However, going beyond the function of the product itself, the launch will be rooted primarily in consumer emotions, with messages that transcend the brand and discuss the role of women in society, touching on their self-esteem and ways of life.

The other brands in Procter & Gamble's hair-care portfolio also detect and capitalize on insights derived from this type of active listening. Head & Shoulders, for example, improved its formula to provide #WOW Hydration for soft hair, breaking from its position as a product solely for treating dandruff, as it was perceived by consumers and, above all, women.

The same goes for Herbal Essences, which offers 90 percent natural products to serve consumers who need a different solution for their hair. “Herbal hair looks wild, natural and free. Just like the women who choose it.” This is the premise defining the brand. It is how the product was reinvented to change the way most women thought about natural hair care. Its unique collections feature an innovative formula called Bio: Renew, a blend of active antioxidants, aloe and seaweed that combine the power of nature with the best of science. It includes exotic ingredients and irresistible aromas inspired by nature to make the Herbal Essences experience unique.

As we can see, many brands with existing positioning strategies, as well as those still in the process of developing one, face multiple unknown challenges. Today, it is not enough to launch products and communicate them in a “creative” and impactful way: the goal is to bridge the gap between brand and consumer through direct communications. Solutions must be different, impacting consumers' day-to-day ways of life. And, for that, you need to talk to them, with the priority of listening.

# SCRAP the BUZZWORDS, ANTICIPATE and ENGAGE



**Mike Fernandez**

LLYC's U.S. CEO and professor in strategic communication at Boston University / United States

Do you ever get tired of buzzwords – or of communication and marketing professionals who claim to have the next big idea, only to find that what they have to sell you is more cute and clever than serious?

As Bob Dylan wrote in “Brownsville Girl”: “... people don’t do what they believe in, they just do what’s most convenient, then they repent.”

In the whirl of a world where the pace of change will never get slower, we hear people throw around words like “block chain,” “artificial intelligence” and “disruptive marketing” as if they are magic elixirs that will open our eyes to a new future. The reality is that by being close to our clients and understanding the marketplace we can encourage what may be the two most important acts in the communication field today: anticipating and engaging.

That is why I was heartened to see research from W. Chan Kim and Renée Mauborgne, professors of strategy at INSEAD, recently released by the *MIT Sloan Management Review*. In their article, “Nondisruptive Creation: Rethinking Innovation and Growth,” they make the point that innovations such as microfinance, life coaching, Post-it notes, health clubs, environmental consulting, online dating, crowdfunding, and smartphone accessories are not the result of disruption. In each case, market expansion occurred without destroying existing businesses.

They suggest non-disruptive creation may actually hold more promise for businesses than

**“Many of the best public relations and marketing ideas of recent memory are the result of anticipation and engagement relating to the needs and motivations of consumers”**

finding that disruptive needle in a mountain of haystacks. Non-disruptive creation addresses a burning or overlooked issue that once identified requires an understanding of why current businesses in the space have not dealt with it and then applying technologies, methods or platforms to deliver the creative idea.

By this definition, many of the best public relations and marketing ideas of recent memory are the result of anticipation and engagement relating to the needs and motivations of consumers. A corollary of this is that some of the worst mistakes in communication have been due to the absence of anticipation and engagement. Unilever, under the leadership of CEO Paul Polman and CMO Keith Weed, anticipated a shift among consumers, particularly millennial and Gen Z consumers, to embrace purpose and sustainability. Connecting with these audiences in fresh ways across new platforms and channels (for instance, deploying online videos that went viral) allowed the Dove® brand to shift its image from a personal care also-ran to a leading brand that nurtures self-



esteem and embraces a conversation around real beauty. Two other brands, purchased by Unilever, Ben & Jerry's ice cream and Seventh Generation laundry detergent and soaps, have extended their purpose-driven businesses to broader audiences and underscored that commitment with more focused sustainable sourcing that has enhanced the value of these brands among young adult consumers – with much of the enhanced sustainability efforts and the storytelling enhanced by technology.

United Airlines' reputation, on the other hand, suffered severely by the absence of anticipation and engagement with regard to two consumer interactions in 2017 and 2018. In the first instance, Dr. David Dao, a ticketed passenger, was violently dragged off Flight 3411. Neither United's boarding procedures nor its on-plane training provided it with the know-how and muscle memory to handle the situation appropriately. Indeed, management's first communication – rather than being empathetic to its customers – was a defense of its employees. In the second instance, the Robledo family was told that the bag on the floor between two of them on Flight 1284 needed to go in the overhead compartment. Listening to the authority of the flight attendant, the family complied only to find at the end of the flight that their 10-month old pet French bulldog Kokito who was in the bag had suffocated to death. Better cultural awareness (engagement) and cabin preparedness (anticipation) likely would have prevented this from happening.

Among the communication opportunities that seem ripe for non-disruptive innovation through anticipation and engagement are:

## **ANTICIPATION**

- *Reputation management* – Thanks to the ability to process observations and data more efficiently we now know more

about what works – and what does not – in the midst of human interaction and particularly in crisis. This is leading to more sophisticated and online issues management tools and multivariate crises simulations that mimic social media sharing and the rapid-fire, always-on news media environment that more and more companies are experiencing in real-time. There are also opportunities for unique crisis apps and real-time mobile tools, like the SOS Works mobile platform that LLYC uses with its client.

- *Digital and behavioral analytics* – We live in a world where everything communicates. Some communication firms, consequently, are being asked to forge more than words and create images. Now firms, like Ogilvy, are applying data and behavioral science to help discern the design of products and services as they monitor and explore each step of a consumer's interaction with a company's new offering – as well as to breakdown the customer experience in search of improvements.
- *Purpose and social positioning* – I already mentioned the Unilever experience. Its largest supplier, Cargill (where I served as its chief communications officer for six years), decided that transparency could be its ally and not just a demand of NGOs and civil society. To communicate to its detractors that it was serious about environment sustainability, it uses satellite technology and drones to monitor and collect data on soy farms and palm plantations it does business with and shares that data directly with environmental NGOs. Other companies are smartly using state-of-the-art consumer research to discern whether an organization is advantaged by taking specific social or political stands.



## ENGAGEMENT

- *Digital storytelling* – Research from marketing professors Jennifer Aaker at Stanford University and at the University of Pennsylvania's Wharton School Deborah Small not only underscore the power of effective storytelling, but demonstrate that while logic can be a deal closer, much of decision-making is driven by emotion as companies and organizations attempt to connect and persuade an audience. We are now on the frontier of better understanding some of those triggers for specific circumstances.
- *Influencers and micro-influencers* – While controversies continue to emerge in the marketing world about the use of paid reviewers and influencers, what is clear is that many of us listen to certain types of endorsers and experts. By tracking millions of mentions and interactions, we are now moving beyond the mere celebrity of top influencers and beginning to better understand the relatability of certain individuals and how others come to trust them and further how that relates to purchase behavior.
- *Culturally relevant communications* – In many advanced economies across the globe, populations are much more ethnically and racially diverse than they were 50 years ago. That is beginning to have an impact on some social and political decision-making, but has not been fully recognized by public relations and marketing firms. In the U.S., while a little more than one-fourth of the Baby Boomer population is racially and ethnically diverse, roughly 50% of the students in U.S. undergraduate colleges and high schools are racially and ethnically diverse. Firms and companies that better understand how to communicate with

these audiences across multiple platforms in a culturally relevant way are likely to be the economic winners of the next decade.

Excellent communication that anticipates and engages are plentiful across multiple practice areas and coexist simultaneously in some cases. Take the healthcare industry. CVS repositioned itself as CVS Health and stopped selling tobacco products to become a health-first company. While this seem wrong-headed to some as this led to an initial hit to sales, the result has been a stronger reputation that has paved the way for its merger with health insurer Aetna. The business combination promises to better align pharmacy and health benefits in ways that can reduce costs and improve patient outcomes.

At the end of the day, my case is not that we should forget about communication ideas that can disrupt the marketplace as Jean-Marie Dru (chair of the global advertising agency TBWA) envisioned in the early 1990s when he introduced disruption as a catalyst for creative thinking in advertising. Nor should we turn our back on the opportunities that might spring from the kind of disruptive innovation Harvard professor Clayton Christensen wrote of in the mid-1990s that revolutionized markets with new business models and new products that were often better, faster and cheaper than those they displaced. Ever since, many American marketers and business leaders have been fixated on creating the next disruption. That certainly prompted some creative solutions but it also led to too many chasing cute and clever ideas and transforming “disruption” into more of a buzzword than a solution. What I am suggesting is that there are many more opportunities in the non-disruptive space, where overlooked solutions abound, that will help our clients anticipate, engage and ultimately win the marketplace.

# UNO + 1

## José Antonio Zarzalejos interview with Antonio López



### Antonio López

Honorary President of the Asociación  
de Directivos de Comunicación  
(Communication Managers Association)

Antonio Lopez, born in Nava del Rey, Valladolid (1941), is a member of the Advisory Council of the Master's Program in Political and Corporate Communications at the University of Navarra School of Communications and Corporate Excellence, as well as the Honorary President of the Association of Communication Directors (DIRCOM). A non-practicing lawyer of the Madrid Bar Association, his professional career has been in communications, first in political communications and later in the business sector. In October 1975, he joined Banco de Bilbao as head of corporate communications. He has been the General Director of Communications and Image and Assistant to the Chairman at the bank until his early retirement Jan. 1, 2002. His professional activity has always been in the Communications and Culture fields, both at Banco de Bilbao and at the banks resulting from the mergers that gave rise to BBV and BBVA. He represented the Bank on the Boards of Canal +, Espasa and Media Planning. Between 2000 and 2004, he served as president of (DIRCOM). He has been honored with the ASTER Communication Award (ESIC) in 2012 and the XIV Luka Brajnovic Prize of the Faculty of Communications at the University of Navarra.



# “The **BRAND** is the **PUBLIC PURPOSE** of the **COMPANY**”

Antonio Lopez is a quiet man and a thoughtful professional. Undoubtedly, he is one of the leading figures of corporate communication in Spain, as showcased by his extensive career. Now, he is dedicated to teaching and researching, preparing a doctoral thesis that will probably become essential reading in the sector because it deals with the role of communication directors. Lopez is extraordinarily discreet; his long period as head of corporate communications, first at Banco Bilbao and then as a general manager with the same responsibilities at BBV and BBVA, has seemingly left an idiosyncratic mark.

Few professionals are able to exchange views on the world of brands on the same level as Antonio Lopez. And he knows it perfectly well, as can be seen in the incisive and precise answers he kindly gave for UNO.

## **Q. It is often said brands display the same attributes as their company or institution**

**A.** Yes, but first come the facts and business conduct, and then intangibles such as the brand, which is not constructed in a vacuum or by brilliant design. It is the consequence of behavior maintained by a company or institution over time. The promise companies convey to their markets must reflect their identities, personalities and realities.

## **Q. In other words, you have to convey realities, not banalities**

**A.** You cannot say “These are our brand’s attributes” without further reference, as if they could be bought. They have to be a consequence of daily conduct and past history. Of course, one of the attributes a brand should have is credibility, because if the company is not credible to the market and to consumers, the brand won’t generate confidence. If the company does not have a good reputation, the brand will not achieve legitimacy. Brand attributes are not affirmations, but an expression of an underlying reality.

## **Q. I understand, crafting a brand is hugely important**

**A.** Of course! Building a brand is an ethical as well as communicative action, and one which requires prior reflection. Brand management must be preceded by careful analysis of what we are and how we want to be seen. In some ways, brand is a management tool to encourage behavior, so we can be perceived as we would like and seen as we really are. Brand is a company’s public purpose. Without forgetting the relationship between being and appearing, the most sought-after attributes in a brand are credibility, reputation, flexible adaptation to changing trends and support for the company’s values and reality—and the brand has to be attractive to generate emotion.

**Q. So the brand has to be dynamic**

**A.** Of course. Don't forget a brand is not a fixed image in the collective imagination. It must be active and constantly feed off society's expectations. What do I mean by being active? I mean it must respond to a growing demand from society to involve companies in community life, whether through sponsorships, major cultural and sporting events or complex social issues social that affect the community. Citizens want companies to be actively involved. They want companies to become committed corporate citizens. According to the Brands with Values study, more than 90 percent of respondents believed brands should "show their face" and communicate with consumers.

**Q. Emotional marketing can be seen as excessive. Do you share that view?**

**A.** As usual, excesses can always occur, but emotional marketing, which elevates a commercial relationship to an emotion shared with audiences and in public opinion, establishes a strong, not to mention comfortable, relationship between the company, its commercial offering and customers. A positive emotional bond is essential for companies to get favorable behavior toward their brands.

**Q. But emotion does not rationalize, or really analyze**

**A.** It is essential for a relationship to exist between the intrinsic details of a commercial offering to consumers and an emotion, and this should not exist in a fantasy setting. Rather, it should be a response to a consumer need, wherein emotion can help close a purchase. A spectator watching this type of campaign on TV must see a clear difference between the benefits and differential advantages of the product shown and other similar ones, and not find himself asking what all this is about. Emotions are difficult to awaken, especially in consumers. It is not impossible, but of course a brand cannot pretend to stir positive emotions in the public without having previously built a good corporate branding strategy.

**Q. What importance do you place on design color, and brand image? What relationship should those elements have to the product or service being offered?**

**A.** These are key to providing services and important when buying products in a commercial establishment, because a design that responds to public expectations of transparency—now so important—creates a friendlier environment. I will give two examples: going to a hospital where glass predominates over opaque or barely transparent areas creates a pleasant feeling. Another example: a visit to a bookstore is always a delight because of the cover designs on the books on display. If it is a brazen or thought-provoking design, it is a siren call difficult to be ignore. What is the reason behind the Guggenheim's success?

For me, the building's design. The design, the morphology of all the sales points, is a translation of brand strategy to brand experience, which the brand delivers at all its points of contact.

**Q. So all senses, all perceptions, are in play**

**A.** Yes, there are even brands that rely on fragrance to differentiate themselves from the rest. Zara Home products are printed with the aroma they sell to perfume homes. At Abercrombie brand stores in the United States, shop assistants have a ritual: every two hours, they spray garments with perfume. Just as there is a brand image, there is a brand fragrance, a brand sound and brand music.

**Q. What is your opinion of white labels?**

**A.** White labels have been very successful during the economic crisis, because consumers became used to buying them for a clear reason: they were cheaper. In this sense, a change began, shifting from a brand society to a society that looks for more affordable products, and in doing so, they discovered the quality of white labels. Companies such as Mercadona established their commercial success through a commitment to white labels. Mercadona, specifically, consolidated its leadership by guaranteeing the quality of its white labels, which are now highly successful distribution brands. Today, distributor brands represent 42 percent of retail sales in the Spanish market. This has also been true in the pharmaceutical sector with generic products, to which the public is now accustomed.

**Q. What do you think of so-called brand advocacy?**

**A.** We must focus on two fields: social life and the digital world. In the first, Edelman's 2018 report tells us the map of influencers has undergone a certain change regarding the confidence we place in our peers. "One like You," dropping from the top spot it occupied in previous years to third, was preceded first by a technically expert employee and second by an academic expert. However, it is the collective "One like You" and use of employees as authentic brand ambassadors that companies should focus their attention, without underplaying the importance of business leaders, politics, sports and business.

**Q. The role of employees and customers is essential, would you agree?**

**A.** Customers and employees are the preferred groups for advocacy. They make up the "One like You" group, which implies a communications policy that must move these groups based on shared beliefs, born out of the organization's vision and purpose, right up to converting the customer and employee into advocates for the company. The policy's success aimed at capturing influencers who can become multiple credible and anonymous advocates. In reality, it is a natural process, one which starts with customer satisfaction and employee culture of belonging. Here, "managing" means "respecting the freedom of customers and employees," not putting pressure on them or exploiting them, but winning them over through shared values and satisfaction, both in customer service and day-to-day work. It is a natural process. You just have to reinforce it with policies that support commitment



and belonging. The corporate brand is, in this sense, a management platform where vision, purpose and the principles that build an organization's shared beliefs converge. We must forget the old dichotomy between culture and corporate brand; both assets must be understood and managed in an integrated manner.

**Q. Brands and influencers. This seems like an interesting topic to discuss**

**A.** The latest data in the digital world shows a decline in influencers. There is growing skepticism, known as Branded Influencer Fatigue (BIF). A Deloitte survey highlights a significant fact: just a year ago, social networks were used by 18 percent of consumers when they were making purchases; this year, this number has not reached 3 percent. Perhaps behind this information is the phenomenon of micro-influencers.

**Q. To whom is a brand responsible? Or, in other words, what is its commitment, based on the image it projects?**

**A.** Its commitment is to win the confidence of all audiences that relate to the company and public opinion, which—today, at least—is directionless.

**Q. Who owns a brand?**

**A.** Reputation is owned by the public, but the brand is owned by the company, and it must be protected by the highest governing body: the Board of Directors. It is strange that a recommendation from the National Stock Markey Commission (CNMV, for its Spanish acronym) regarding the good corporate governance of a public company does not include an opinion on brand management. It mentions the Board and the non-delegable power of promoting a social responsibility policy, but forgets that the most important intangible in a company is its brand.





# The **CONSUMER** is the **KEY** to **SUCCESS** for **WHITE LABEL BRANDS**



**Soledad Ponce**

Senior Marketing Manager of Almacenes De Prati / Ecuador

A few years ago, so-called “white label brands” were found mainly among convenience products in consumer segments such as food and hygiene, especially during difficult economic times. Reduced investments in image and advertising translated into economic benefit for customers, who became loyal to these products.

White labels traditionally had no place in the fashion business, where a brand was seen as a seal of quality, design and prestige and whose consumers expected those traits from their garments and accessories. Today, however, garments have a social or cultural imprint that enables others to easily draw conclusions about, for example, the lifestyles of two otherwise-similar women from their attire.

However, this phenomenon, in which a designer embodies a brand and represents exclusivity, isn't the only guarantee of quality anymore. In the fast-paced fashion world, we are evolving toward an era in which a brand can become iconic while led by anonymous designers and with an unceasing production chain that seeks to satisfy the consumer's desire for the latest trend as quickly as possible, whether it's in the print of a shirt or the texture of a shoe.

Along the same lines, technology for gathering relevant information and accessing that valuable data has allowed the industry to forge fashion brands focused not on price,

but on connecting with consumers through design, quality or some other distinguishing feature.

Gabriel Farias, an expert in textile procurement, explains that the industry should move toward predictive analysis, as “being in the latest trend no longer guarantees sales and profitability in the fashion sector. In minutes, consumers can find and share a trend on social networks.” It is necessary to place an emphasis on personalization, adapt to individual needs and ensure availability and delivery as key elements for a brand to set itself apart in the minds of fashion consumers.

A couple of years ago, Amazon launched its own white label brand, which has enjoyed continuous and exponential sales growth. Although its design standards may be minimal, it offers a marketplace for buyers who either require this type of garment or seek a return to the basics. These are the same people targeted by affordability in craft foods movements, as they would rather manufacture their own products at home in the name of simplicity and authenticity.

El Corte Inglés, for example, has sought to create an extensive list of its own brands for high-end products that compete directly with large organizations. Another example is Grupo Éxito in Colombia, who, through an alliance with renowned national designers, launched a joint high-quality collection,

**“In the fast-paced fashion world, we are evolving toward an era in which a brand can become iconic while led by anonymous designers and with an unceasing production chain”**

positioning itself in the hearts and minds of consumers.

At Almacenes De Prati, we have spent more than 15 years developing a robust portfolio of white label brands. Together with local suppliers and a team that gives life to these brands, we have reversed national and international purchasing indicators, giving preference to Ecuadorian products aligned with the latest fashion trends and high quality standards.

Owned brands have become the cornerstone of De Prati's local value proposition, as opposed to a strategy that responds to a particular moment or community. It is a strategy that requires ensuring the selection meets the highest quality, design and proposed value standards.

With a portfolio of 10 owned brands, our customers—women, men, youth and children—can follow trends while also enjoying a shopping experience tailored to their lifestyles, whether in a physical store or online. In terms of own-brand sales, we have seen double-digit and single-digit annual growth over the last two years, respectively, which reflects their popularity.

The launch of a fashion brand's own collection should involve multiple company departments, from those in charge of defining the garments in the collection according to each brand and design, to the local talent team.

Regarding distribution and final in-store product display, we seek to be a point of reference in terms of communications. For example, we carry out interactive initiatives with the corporate brand or with influencers with whom both the company and customers share values.

The key to our own brands' success lies in understanding our customers' tastes and preferences to locally adapt global fashion trends while also focusing on product quality, working in conjunction with a team of talented designers, buyers and, above all, strategic suppliers.

Owned brands, in short, can add value to the fashion industry, strengthen local and international competitiveness, adjust to today's demanding consumers and ultimately find a permanent home in your wardrobe.

# CHALLENGES to OFFERING VALUE – the VIEW from LOS CABOS, MEXICO



**Rodrigo Esponda**

General Director of the Tourism Trust in Los Cabos / Mexico

From the perspective of a tourist destination, it is increasingly difficult to meet the multiple, changing needs of modern travelers. Currently, there are an infinite number of trends, activities and wants that consumers seek to satisfy during trips, whether it's for pleasure, business or a combination of both, called "bleisure." In addition, brands' value propositions have changed. Today, travelers will choose to visit a destination based on what that particular place may mean or offer to them, more so than for the sake of tourism itself.

Differentiating your value proposition from the competitions' is a key priority today, not only in the tourism industry but in any economic sector. Currently, it seems as though the only constant is that there is no constant amid the political, economic and cultural uncertainty that haunts the world. Travel has become a form of escape from reality.

Modern societies, in particular, consider leisure time—in which traveling is a priority—to be both a right and a nonrenewable resource. Due to the lack of leisure time, however, travelers try to make the most of it by incorporating elements that allow them to connect with themselves (or their Zen) and their loved ones, learn or develop new skills, try unfamiliar ingredients or step into unknown corners of the world.

**“Differentiating your value proposition from the competitions' is a key priority today, not only in the tourism industry but in any economic sector ”**

Travelers today collect travel experiences differently. They seek to connect and align their values with brands, destinations and experiences and are far more aware of the environment and local community. Experiences are shared on social networks in real time, leaving an indelible trace that affects, for better or worse, the reputations of the places visited. Tourism has a responsibility like never before to evolve and be mindful of available resources.

Innovation, now so in vogue, is no longer an option but a means of survival. As a tourist destination—an epicenter of touristic activity—we have a responsibility to revamp our touristic offering, provide unique experiences and sustain the travel bug so we can meet and exceed traveler expectations. Otherwise, they will go elsewhere, not return, or, worse still, tell the world not to come.

Los Cabos, with its wide-ranging offer of new experiences and dedication to the highest standards of service, is ready to welcome the new generation of travelers. Thanks to its diverse natural resources—including desert, sea and mountain landscapes—and cultural traditions from the ancient peoples of Baja California, 10 new activities have been introduced, including listening to whale songs during a seaside dinner; connecting with locals by visiting their homes, studios and ranches; and exploring the Sierra de la Laguna trails while staying in a luxury camp (glamping) under a starlit sky to discover one of Mexico's lesser known natural wonders.

The country has made safety in Los Cabos—a vital element for all visitors—a priority. Both the public and the private sectors have contributed substantial financial resources and technical capacities to improving safety. This strategy not only has visitor welfare in mind, but also that of the local communities. There is still a long way to go, but we have made significant advances toward improving social equity.

**“Travelers today collect travel experiences differently. They seek to connect and align their values with brands, destinations and experiences”**

Today, Baja California Sur is the region with the highest per capita growth in Mexico (16.1 percent), mainly due to tourism and transversally generated economic activity. Thanks to regulations, the Development Plan and long-term vision of being environmentally conscious have attracted new investments under a sustainable, low-impact model: on average, hotels have 250 rooms per property.

Los Cabos proudly provides a unique value proposition that can meet the demands of modern travelers, who seek unparalleled experiences, authenticity, good weather, social awareness, safety and recreation. We are waiting for you!

# BRAND EXPERIENCES for the TOURISM SECTOR'S NEW CONSUMERS



**David Ecija**

General Director of Hilton Sao Paulo Morumbi / Spain

We may have recently discovered fantastic new destinations, locations and products because someone we know told us about them. If that person is trustworthy and we share their tastes, we quickly trust that judgment. The tip seems good, so we feel a need to try it ourselves. Word of mouth was the best form of marketing.

In recent years, access to information is infinitely greater than ever before. The number of new places, destinations and products, all with wonderful potential, has also grown exponentially. But how do we distinguish between what is actually good from what only seems to be good? That is the great challenge. Your product competes online and on social media with hundreds of seemingly similar products. The question is, "How can you quickly differentiate yourself in a world where consumers are better-informed and more demanding?" From my point of view, the key lies in the ability to create a brand story for your business. It is much more than a logo; it is an opportunity to differentiate yourself from the rest. It's how you decide to tell your story to the world.

Your brand must generate trust, and that can be done by fulfilling promises, as well as meeting the expectations we generate and communicating stories to our customers. As the saying goes, it takes years to gain consumer confidence but only seconds to

lose it, which is why all our collaborators are brand generators. Each and every one of them. Once that trust has been built, selling new products is much easier, faster and, above all, more effective.

Successful companies have strong values that extend to all their employees. We all believe in and act upon those values, which is what makes us part of a great mission. Those values represent our products and, of course, brand, so we must communicate those values as part of our unique vision in a memorable way. We all identify with people and companies who share our values, and I believe this should be the great differentiator for any brand: creating an emotional bond with our customers. This connection is not created by the company or product itself, but by the brand—the user's experience with the product and company. This link makes our brand quickly and easily notable.

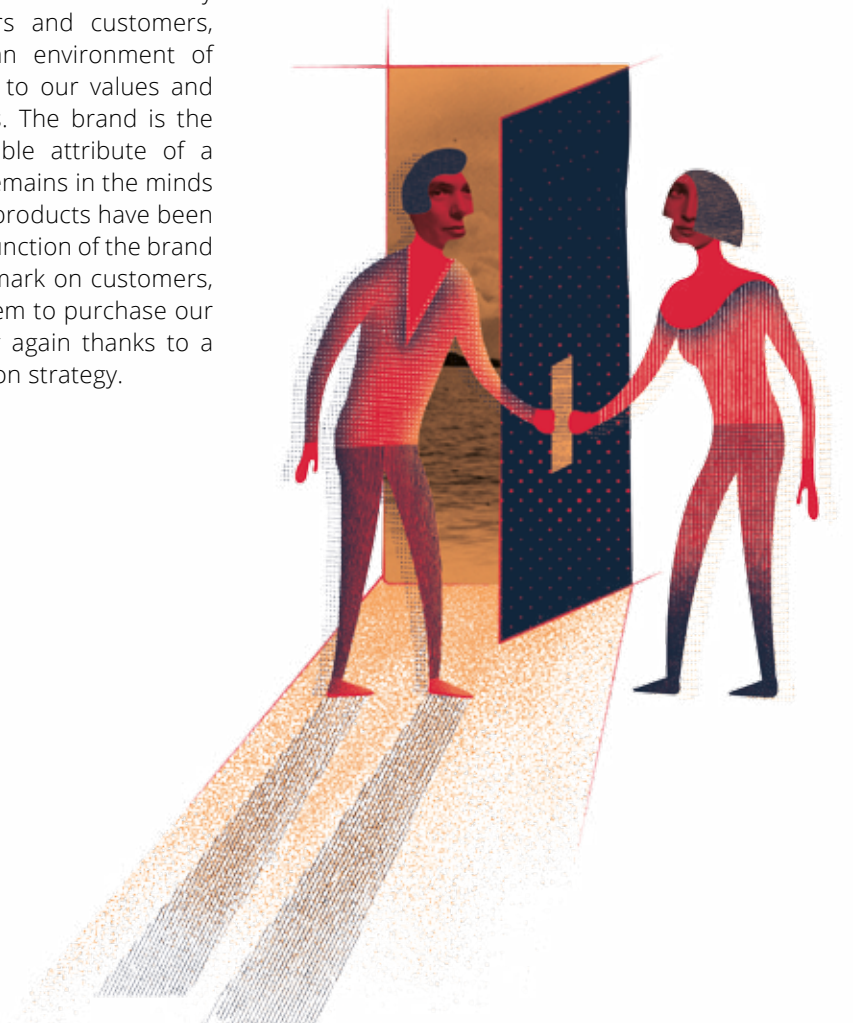
We often hear about the idea of selling experiences. I prefer to say that we sell emotions, because emotional bonds are more deeply rooted in people's minds. Our most successful commercial initiatives are those that turn customers into brand ambassadors. Promoting a culture that generates collaborators and customers who share our values and vision, and who trust us to fulfil our promises, is, in my opinion, the greatest indicator of successful

**“Successful companies  
have strong values  
that extend to all  
their employees”**

external communications. It is the best way to know how many of our collaborators and consumers have become ambassadors.

Today, we have immediate access to large quantities of real-time information, which forces our brands to remain in constant communication with customers and transform how and how often we communicate. We must be interactive by connecting collaborators and customers, sharing our story in an environment of trust that remains true to our values and forges emotional bonds. The brand is the most important intangible attribute of a company, as it is what remains in the minds of consumers once the products have been consumed. The critical function of the brand is to leave an indelible mark on customers, one that encourages them to purchase our products over and over again thanks to a competitive differentiation strategy.

Once we have succeeded in making our mark and creating that link, we must be consistent in what we create, produce and communicate. We have created expectations that, over time, must evolve, which is why it is so important to know our customers—and know if their habits, needs or preferences change so we can adapt. If that connection is made, our communications must be bi-directional. This will make it easier to receive quality information that can be leveraged to innovate, create and ensure our brand remains a strong leader. Otherwise, we risk falling behind our competitors.









# BRAND and CONTENT CREATION: HOW to CREATE PUBLICITY that will BE SEEN



**Cristina Barbosa**

Head of Brand & Marcomms of Vodafone Spain and President of BCMA Spain / Spain

One of the challenges facing brands today is creating content that provides value to brands, also known as branded content (BC).

Why do you need to produce branded content?

1. There is more skepticism around and less visibility of traditional advertising, although it still can provide quick and effective national coverage. Generations of adolescents and young adults up to the age of 30 have completely different advertising consumption patterns than older generations do. They are fundamentally suspicious of all advertising, especially pop-up ads and those that interrupt digital experiences. They seek the truth, and they will double-check what influencers post on social networks for themselves.

2. In addition, on-demand entertainment from streaming platforms and new OTTs means advertising consumption is relegated to second place.

3. This makes it essential for brands to earn a share of entertainment rather than voice, especially in a world filled with information overload or "infoxication," a term coined by Gonzalo Madrid. Every day,

**“ Brands have to carefully choose what content to produce and how to do it. It must be relevant, appealing and attributable to the brand ”**

we have thousands of pieces of news to read across different social networks, not to mention videos sent to us by friends and colleagues and newsletters to keep us informed on the topics interests us.

4. Therefore, the best way to gain consumers' attention is by producing content they want to consume.

But then, is any type of content ok?

Not in principle. Brands have to carefully choose what content to produce and how to do it

- First, the content must be relevant to the target audience in question. This is where many brands fail. The interests of your target audience and its patterns of entertainment consumption will determine the type of content and distribution channel.

- Second, the content must be legitimate. The brand must be able to speak to the content and have a role in it. I would have loved to create Toyota's "Drive as you Think" (Bravo, Curro!), but it has nothing to do with the telecommunications sector where I work. You have to ask yourself, is my brand the appropriate one to create this content? What is the brand's role in it? For example, in the popular case of Ruavieja last Christmas, the brand justifiably encouraged people to see more of each other, because it is in bars or restaurants where we consume their product.
- The content must be appealing and contribute something to society or the target audience. The question to ask here is, how useful is my content? In the case of BBVA's branded content platform and Learning Together platform, they provide wonderful advice and skills to educate children.
- The content must be attributable to the brand. There is a lot of debate here, but when content is easily attributed to a brand, then the value generated by the content is transferred to the brand. If you like the content, you'll like the brand more; if you think it's innovative, the brand will seem innovative; if it is youthful, the brand will be attractive to young people; and so on. What tends to be more complicated is determining how and when to give more prominence to the brand without altering the content, and my advice for that is: patience. First, show how your content is interesting and accessible. Worry about attribution afterward.
- Finally, let's not kid ourselves. Although good content is more likely to be consumed organically, in a world with so much information, you have to promote that content. Obviously, this will not require the same kind of investment as traditional advertising does, but it will need enough of a push to motivate the public to help spread it out of a desire to share something good and not out of advertising pressure.

The objective of branded content is to become the preferred form advertising, but this is not easy to achieve. In Spain, every year we see more and more BC activities carried out in an exemplary manner, perfectly fulfilling all the criteria I mentioned. We are seeing a shift toward these new practices, which enrich us, advertisers and the consumer public. Most importantly, all these examples come from agencies that have managed to transform and work with producers to create this wonderful content, as well as brave advertisers who are committed to the medium- and long-term efficiency and development of a brand.

Branded content is here to stay, bringing our profession closer to entertainment and away the main advertising environment with what customers chose to consume. Is there anything that could be more fun?

# From **PRIME TIME** to **MY TIME**



**Jonathan Blum**

President of Cisneros Media / Venezuela

It seems it was only yesterday that television channels competed to lead audience share during prime time. It was a type of schedule that made it possible to have millions of people gathered in front of the screen at the same time, enjoying their favorite programs.

Today, thanks to technology, connectivity and more than 2.6 billion people<sup>2</sup> addicted to their smartphones, habits have changed drastically. We have migrated away from prime time and toward my time, especially among millennials and Generation Z.

Gone are those moments when entire families gathered in front of the television to watch shows with set schedules. Screens have multiplied, content has become segmented and audiences now decide when, how and where is best to watch the news, catch up with friends or enjoy their favorite programs—on my time, not a set schedule.

Streaming platforms and multimedia networks, like YouTube, spearheaded this transformation. Suffice to say that online video has penetrated 74 percent of internet users in Latin America, a figure that reaches 80 percent when we talk about mobile penetration.<sup>3</sup>

**“We have migrated away from prime time and toward my time, especially among millennials and Generation Z”**

Currently, only large-scale events, such as the Super Bowl, continue to capture the attention of a whole family around a traditional screen with the same scale they used to. But even this type of content has moved outside the living room, with real-time conversations over social networks increasingly replacing physical gatherings. Viewers are no longer consuming content via a single channel, but have embraced the multi-screen era, which offers numerous possibilities for interaction—for both users and advertisers.

Increasing use of Smart TVs and other devices as “companions” of traditional screens force advertisers to look for innovative ways to reach viewers. Well-designed experiences can not only make for enjoyable moments, but also maximize the time users spend interacting with brands.

People no longer want advertising to interrupt their shows, choosing instead to view the number of episodes they want

---

<sup>2</sup> Statista.com

<sup>3</sup> E-marketer, LATAM, May 2017

on their own time and on the screen they prefer. As habits have evolved and consumers have changed, producers have enthusiastically undertaken the challenge of focusing not only on developing content that adapts to viewers' new needs, but also on capitalizing on the benefits of technology to offer advertising in surprising formats, engaging consumers and becoming an important part of their *my time*.

At Cisneros Media, we have adapted to the new era. Almost a decade ago, we already knew content had to transcend the TV screen, so we turned *Eva Luna* into the first soap opera in the United States with a multiplatform strategy.

We turned beauty contest training and preparation into a reality show that served to promote brands, and we transformed the way we tell stories, changing the structure of soap operas by adding surprise elements to help allow them compete with TV series.

Equally, we have tried to ally ourselves with the best talent to create differentiated content. Such is the case with Getty Images, using Mobius Lab to produce tailored content—in terms of genre, format, language and platform—for channels such as Nickelodeon, A & E, History, Lifetime and NatGeo, among others.

Similarly, through our alliance with Facebook and what we call the new era of the Mobile-First Soap Opera, we developed a novel narrative structure that allows Facebook, Instagram and Messenger to deliver content during my time in an organic way, allowing brands to effectively reach their target audiences. This structure consists of linear 1-3-minute episodes

***“The battle strategy for each one of us with a part in this story should resemble that of a chess match: a few moves with a strategic focus on the new territory of my time”***

posted on social networks twice a week, sharing previews of upcoming content.

Each Mobile-First Soap Opera will be accompanied by its own “ecosystem,” a wide variety of content pieces that give both the stories and their characters greater depth, in addition to promoting organic brand interactions. Finally, Messenger will act as a vehicle to help audiences easily share and catch up on episodes.

It is a system that permits brand integration and the genuine inclusion of the product in daily life. By distributing content on a social network, we can hear what audiences think through their comments, getting to know their preferences and allowing their voices to guide the editing and presentation process for future episodes.

Let's not forget that one of the biggest advantages of my time is its ability to measure, for the first time in history, real demand for specific content.

Without a doubt, we are facing an exciting era, with new challenges such as monetizing advertising without making it intrusive for consumers; knowledge of audience preferences, habits, purchasing power,

payment methods and psychology; content 'globalization' despite trade restrictions; and alliances between producers, television channels and streaming services to maximize content reach.

The battle strategy for each one of us with a part in this story should resemble that of a chess match: a few moves with a strategic focus on the new territory of *my time*.



# The **VALUE** of **EMBRACING** **IMPORTANT SOCIAL CAUSES**



**Walter Droguett**

Deputy Manager of Corporate Affairs of Esval and Aguas del Valle / Chile

For an organization, forging an emotional bond with its customers is an increasingly difficult challenge. People are exposed to an “avalanche of stimuli” each day, with information from a hundred brands coming not only through traditional channels, but amplified exponentially by social media. The chances a customer retains the message promoted by a given company is increasingly small. Engagement is a daily challenge.

We live in a time of saturated senses. Think of the normal day-to-day routine for an average Chilean. Before leaving home in the morning, many have already listened to the radio or turned on the television, where news comes from more than 5 organizations. If we look at our cell phones (which we probably do more than 30 times a day) to go to our preferred social network or check some web page, then instantly, and without us realizing it, other brands have already begun to occupy our minds. In Chile, 82 percent of the population uses a cell phone or mobile device every day. Special offers recommended by Facebook, a special bank credit or YouTube videos shared via a multimedia link add up over the day without us being particularly aware of it.

**“The basis of any advertising campaign is knowing how to respond to demand and how a product or service will fulfill its brand promise ”**

On the way to work, there are ads on the street, including the flyer a young woman hands out. There will be perhaps 50 brands communicating with us in less than an hour. What a dilemma for the marketing, communication and social networking teams.

## **HOW CAN WE DIFFERENTIATE OURSELVES AMID THE OVERABUNDANCE OF BRANDS?**

This challenging task cannot be taken on without understanding customer expectations, not only in regard to products, services and attention, but also regarding something beyond: their collective desires.

The basis of any advertising campaign is knowing how to respond to demand and how a product or service will fulfill its brand promise. Otherwise, it is a fiasco.

Let's imagine, for example, that we bought a cell phone that boasts 60 hours of battery life, promoted in a spectacular MKT MIX by a well-known sports personality. If this product gets into our hands and does not fulfill that promise, then not only will the marketer's reputation be damaged, but the consumer will be deeply dissatisfied.

Now, if the device works well and the advertising campaign is appropriate in intensity and differentiation, we will achieve the goal of positioning ourselves in that segment and selling the product, responding to the customer's deepest desires—even the intangible ones, such as status.

But what about services? Can we "sell" and "advertise" the same way?

At Esval and Aguas del Valle, which operate in the Chile's Valparaiso and Coquimbo regions, we are beginning an experiment that has yielded positive results. We are moving from our traditional communication strategies to take on important social causes, co-creating campaigns with the community that not only speak of our service, but also give us a role in resolving social problems and championing important causes.

### **WOULD YOU SPONSOR A HYDRANT?**

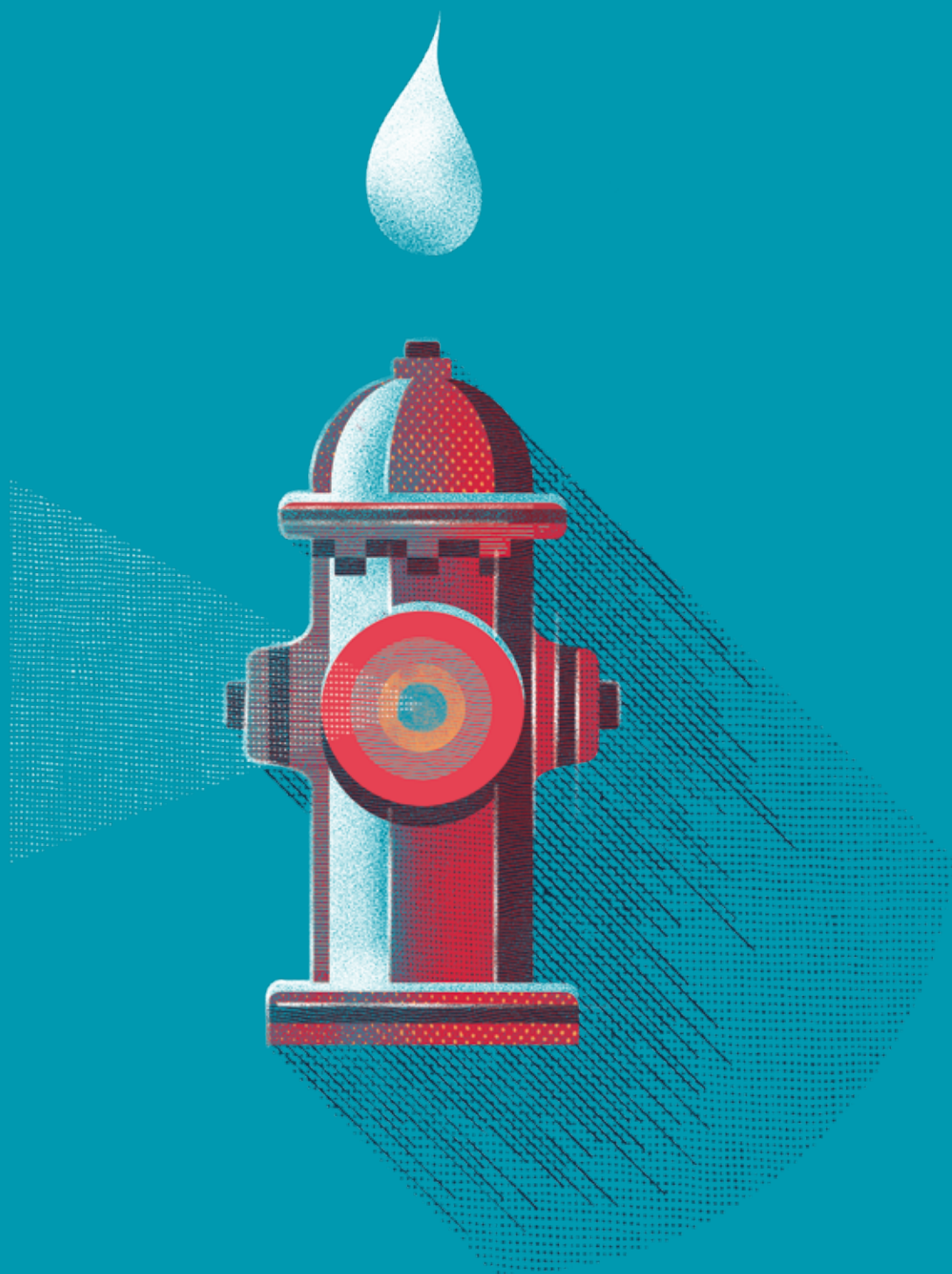
In recent years, we have worked with the community on the "Sponsor a Hydrant" initiative, which turns our customers into protagonists in keeping essential tools in good condition in the face of an emergency, helping them take charge of something transversal: for example, a fire, which does not distinguish between regions or social class. Something that clearly nobody wants to experience.

The task has not been easy. Who cares about a yellow device on a corner? It's like having an affection for the bathroom faucet, toilet bowl or shower. Clearly we know about them, but until we find ourselves facing a tragic situation, they seldom seem relevant.

This is the challenge we took on. Through a web platform, we invited the community to sponsor a fire hydrant. In the beginning, it was not easy. How could we engage someone living in the comfort of their home and make them responsible for the nearest fire hydrant, for free? This is where communications played a fundamental role.

**“In a world filled with multiple stimuli, a brand will only stand out if it is capable of ascribing meaning to its actions ”**

We worked with residential associations and customers to offer short video testimonials that shared the importance of taking care of fire hydrants and, most importantly keeping them in good condition, alerting us of leaks or illicit access. We didn't use the typical dramatic campaigns of burning cities to provoke attention, instead featuring fishermen, housewives, firemen and other normal people positively discussing their decisions to sponsor a fire hydrant. Some of those reasons included job security and peace of mind for their families and neighbors.





**“We co-create campaigns with the community that not only speak of our service, but also give us a role in resolving social problems and championing important causes”**

But there is another group too: those interested in personalizing their fire hydrant. They are not only our allies, but also have the power to breathe life into a hydrant on our platform by giving it a name. We are setting aside a numerical nomenclature in preference of names like Rayadito, La Joya del Pacífico, Grifaldo, La Consentida, etc. to help share citizens' commitment.

We want to touch our customers with more than efficiency and good service. Water is an essential part of daily life at home, and we are committed to our customers. Through initiatives like this, we want to take it a step further, ensuring strategic communications play a fundamental role.

We believe the role of companies today goes far beyond their product or service offerings or the results of their MKT MIX. In a world filled with multiple stimuli, a brand will only stand out if it is capable of ascribing meaning to its actions, satisfying consumer desires enough to inspire communities to get involved. Thus, communications becomes an important driver and enhancer, but not an end in itself.

# WEARING the CHANGE: COMMUNICATIONS and SUSTAINABILITY THROUGH NEW CONSUMER RELATIONSHIPS



**Rozália Del Gáudio**

Senior Communications & Sustainability Manager at C & A Brazil / Brazil



**Mariana Vieira**

Sustainability Coordinator at C&A Brazil / Brazil

Along with global forms of expression and the world's interconnectedness, fashion today has changed significantly. As access, immediacy and connectivity have expanded exponentially, the search for identity affirmation, tied to real concerns such as product origins, has also been established as a sign of our time.

This new way of seeing fashion and seeking an understanding of how the products and services we consume are made has become a great driver of change in the industry. Processes, products, communications, relationships and strategies are in a real state of ferment. In this scenario, sustainability has proven to effectively define an organization's longevity or finality. This is also true in the fashion industry.

At C & A, a company founded by brothers Clemens and August Brenninkmeijer in 1841, the response to this context took on a more strategic and comprehensive perspective in 2015 with the establishment of a global sustainability platform, one which set tasks and goals to be achieved by 2020 in all countries with a brand presence. The platform is structured along three pillars: More Sustainable Products, More Sustainable Supply Networks and More Sustainable Lives.

**“People connect with people, and with stories more than information, creating powerful emotional connections”**

When we talk about more Sustainable Products, we mean our goal of, for example, having all 100 percent cotton products made from the most sustainable cotton, which requires less water and pesticides. For the Supply Network pillar, we touch on issues ranging from supplier monitoring to avoiding irregular working conditions to improving the management of chemicals. And under Sustainable Lives, we commit ourselves to continually engaging employees, suppliers and customers around sustainability topics.

Numerous challenges must be considered in terms of improving management, processes and innovations so the Pillars of Sustainable Products and Supply Networks can effectively create fashion with a positive impact. However, without the public's engagement, progress is nearly impossible. Every internal decision, collection, choice of raw materials or processes has an impact, which can be positive or negative. On the other hand, if the customer

neither understands and appreciates our efforts, nor engages in this movement with us, then the entire sustainability area can weaken.

For this reason, communications and relationships are an integral part of the company's sustainability strategy.

From the communications perspective, the road we have traveled to deliver a sustainable experience for our customers in Brazil involves multiple steps, aligned with our global guidelines:

### **IDENTIFY AUTHENTIC STORIES**

People connect with people, and with stories more than information, creating powerful emotional connections. Therefore, we continually seek to identify not only what we can tell consumers, but how these stories can be told, whether using strategies with digital influencers or our own employees.

### **CHOOSE THE IDEAL MOMENT AND MEDIUM FOR YOUR STORY**

A good story told at the wrong time tends to be weak. Here, journalist reputation, timeliness, relevance and access are all absolute necessities. Considering the consumer journey and what they expect when interacting with our brand is fundamental. Through this, we manage communications at the point of sale, not only bringing visibility to our strategy, but also labelling products with tags that highlight their sustainable attributes. We use digital communications on social networks, as well as more traditional PR and advertising channels. That is to say, we are using multiple platforms to broaden the connection.

### **EVALUATE AUDIENCE IMPACT**

In school, we learn communications is not about what we say, but about what the audience hears. Beyond a professional proverb, this should be a mantra for us communicators. Remaining aware of repercussions and continuously evaluating and monitoring perceptions, image and reputation are two keys for successful communications and relationship management. Annually, we carry out a survey to identify customer perceptions of the brand in terms of sustainability.

### **LISTEN AND TALK**

In a world with multiple voices and actors, knowing how to listen and respond are key elements for discussing sustainability. Thus, the journey we have undertaken in search of a more effective and connected communications strategy with our clients has led us to one based on listening and experimenting with different dialogue formats. Some examples include our Fashion Futures event, where we invited the public to reflect on the future of fashion and how it could be more sustainable and conscientious. Or with partnerships that discuss sustainability and brand DNA, such as the one we have with singer Mahmundi who released a song inspired by the changes we made.

In the end, all these actions result in a movement that brings together our various audiences: #vistaamudança. It is a bold and powerful invitation, a call, an answer, a dream, a reality, a will and an action. But above all, it is an innovative way to mediate relationships and communications with people, ensuring fashion can be used not just as platform for expression and connection with the world, but one that generates a positive impact.

# BRANDS with IMPACT



**Bibiana Rosique**

Marketing Director of Starbucks Mexico / Mexico

"The company's fundamental values company are based on humanity and inclusion," was a phrase Howard Schultz, former CEO of Starbucks, often shared. "Inspiring and nurturing the human spirit" is our global mission, framing our core goals of promoting the Starbucks Experience and human relationships in our cafeterias, showing our appreciation for all coffee-related products and using our global reach to "do good."

Since its foundation, Starbucks has been a company committed to making a difference in the communities we serve daily, searching for valuable and meaningful opportunities in each of them.

For example, today Starbucks is the best employer in the industry. We support work experience and education for our partners (collaborators) by designing a career plan for each individual. We are proud to say Starbucks is the top employer for 80 percent of our partners. But we are more than the best employer among young people; in fact, we are a multigenerational company that embraces diversity and inclusion. Starbucks has provided employment to seniors since 2013 under an agreement with the National Institute for Older Adults. Last year, we celebrated the opening of the first store in Mexico and all of Latin America to be entirely operated by a staff of seniors, and at the beginning of this year, we welcomed the second such store in the country.

Another social impact program we are deeply proud of is Prácticas CAFE (Coffee and Farmer Equity Practices). This is our global model for ethical supply in the industry, something that began in Chiapas in 2004. It is a program aimed at coffee growers from different regions and audited by third-parties, which both guarantees its social and environmental standards and promotes the quality of the bean. Of all coffee purchased by Starbucks around the world, including Mexico, 99 percent is purchased under Prácticas CAFE, which ensures coffee farmers receive fair and competitive payment while providing them with the necessary tools to operate under ethical product standards. For the past 14 years, thousands of Mexican coffee farmers have registered for Prácticas CAFE without any cost or commitment to sell us their coffee.

In the 90s', the first Mexican coffee Starbucks acquired—long before we opened the first store in the country—came from Chiapas. Since then, we have maintained a strong relationship with coffee growers in this region. Coffee is at the heart of our journey in Mexico, and it is our inspiration to contribute to the welfare of coffee communities through programs like Todos Sembramos Café (We all Cultivate Coffee), which was born in Mexico and led to the emergence of One Tree For Every Bag in the United States. Thanks to the support of our customers and partners, both initiatives

have delivered more than 10 million rust-resistant coffee plants to Mexican coffee growers.

We help coffee communities from within as well. Starbucks has opened nine Support Centers for Coffee Growers around the world, including one located in Mexico (San Cristobal de las Casas, Chiapas). The purpose of these centers is to train agronomists and coffee farmers in the best practices for cultivating high quality arabica coffee, combatting pests and diseases to improve coffee quality and increase yield.

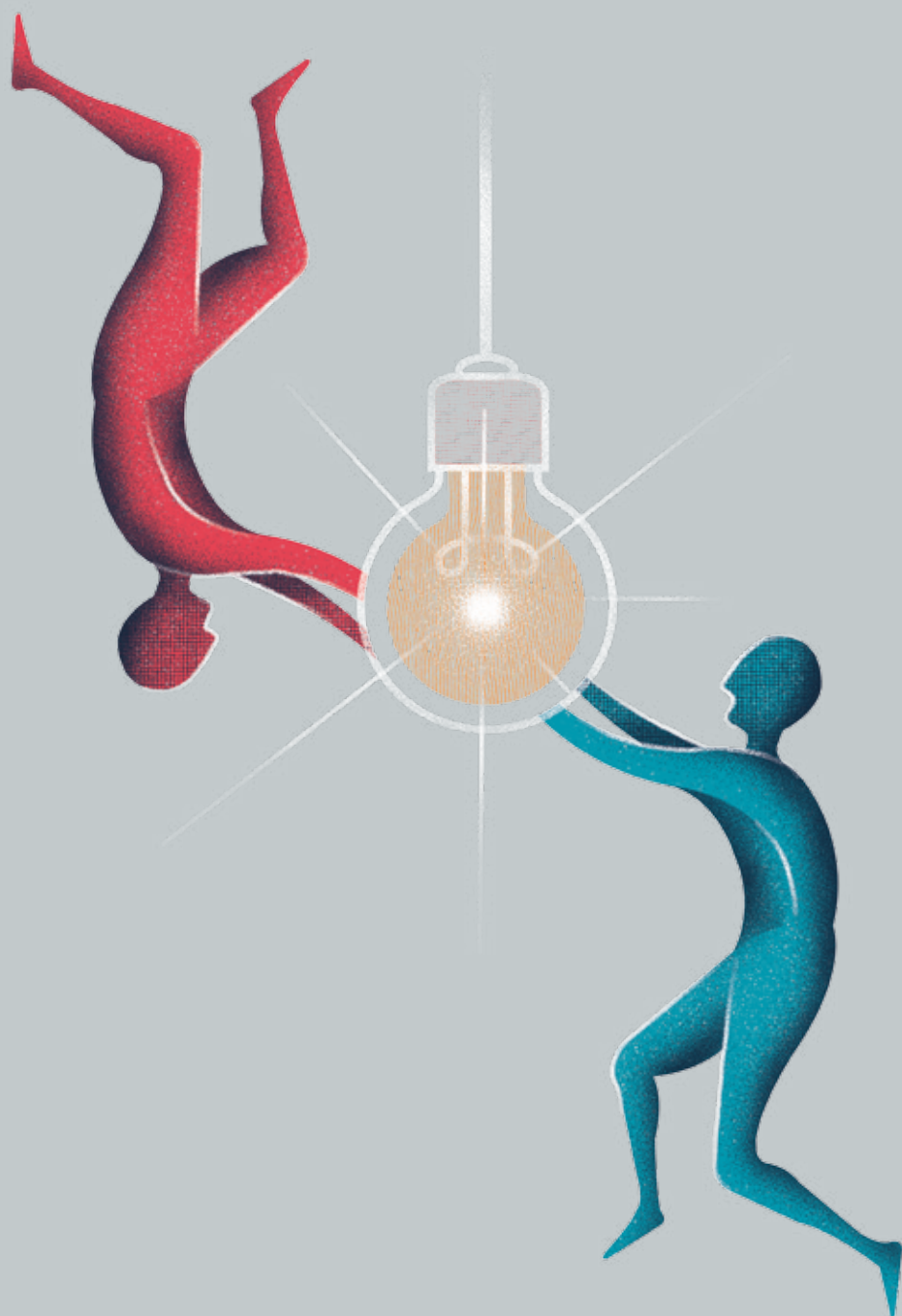
**“Today, Starbucks is the best employer in the industry. We support work experience and education for our partners (collaborators) by designing a career plan for each individual”**

Starbucks has also worked hard to encourage volunteering throughout the year. Each volunteer responds to the question, “How can I be a good neighbor and create a place of belonging in my community?” With this in mind, more than 17,000 volunteers participated between 2011 and 2018, supporting more than 2,000 social causes in Mexico. Our goal has been to connect our partners, clients and communities to help us all think big about what we can achieve together.

Starbucks has a 30-year track record of focusing on sustainability in all areas of its business. Last year, the brand announced plans to eliminate single-use plastic straws globally by 2020. A new type of cap without a straw and straws made from alternative materials are two options for replacing single-use plastic straws in more than 28,000 stores around the world. With this, Starbucks has become the largest retail company to make such a commitment. The change will eliminate more than a billion plastic straws a year from Starbucks stores.

Since 1985, in an effort to reduce use of plastic cups, customers at all Starbucks stores around the world have been rewarded with a discount when they bring a reusable glass, cup, tumbler or other personal drink holder in their place. Even if you prefer to enjoy your drink in-store, if you ask to use your personal cup, you are awarded the same discount.

These are just some of the many actions of which we are deeply proud. Starbucks is not in the business of serving coffee to people, but rather in the business of people serving coffee. Our coffee and our passion are only comparable to the pleasure we take in sharing it every day. Our stores have become a third space for our customers and communities, a destination where human connections happen thousands of times a day. I am proud to be a Starbucks partner. There is no other place I would rather be.



# HUMAN INTELLIGENCE and BRAND IMAGE in the AGE of ARTIFICIAL INTELLIGENCE



**Luisa Izquierdo**

Director of Human Resources at Microsoft Ibérica / Spain

It is undeniable that digital transformation offers huge opportunities for organizations, and it has become a high priority for companies of any sector and size. But, during these processes, the cultural transformation component and role of people are often underestimated. This is a major mistake because, although it is evident that technology is a catalyst for digital transformation, it is people who make it possible. They, above all else, are those who best communicate the company's culture and mission—something essential to securing customer engagement and business success.

Companies cannot forget their employees are people, not just resources. That is, they must create an emotional link with the organization to feel involved with its mission and adopt its values. This will help employees feel a sense of pride working in the organization.

Beyond the product or service, the human factor is regaining its leading role in the digital age—the age of artificial intelligence. A clear example is Microsoft. Our commitment and mission is to empower people and organizations to do more, helping them achieve their goals. We want to offer people and companies the benefits of the current digital transformation in which we are immersed so that they can maximize their competitiveness. But if one thing is clear to us, it is that nothing would

**“Employees in this modern world seek work environments that boost their creativity, improve their productivity and job satisfaction and make them feel connected to their organization’s culture and mission”**

be possible without our people. The digital transformation is about people—people empowered by technology.

Microsoft is a place for exploration, creativity, innovation and professional advancement. We try to ensure our professionals are inspired and motivated to achieve extraordinary things that leave a lasting impact on society, carrying out all this within our culture of innovation based on continuous learning. Each employee's contribution to the success of others is valued, as well as their abilities to build on the contributions of other team members. Success lies in taking advantage of the ideas and contributions of others, and each employee can and should contribute, as much as possible, to the successes of their colleagues and the business.

Employees are our most important asset. At Microsoft, we work to get the best out of them

and develop their talent, implementing many initiatives to enhance their commitment. Some of these come from our employee satisfaction survey, which gives them a special place since they come from our staff. There is a great feeling of belonging to the organization. Our internal surveys show that more than 98 percent of our employees are passionate about the work they do.

**“A company with a committed workforce is more productive, more profitable and reaches clients better than those with a lesser commitment from their employees”**

People who work at Microsoft really believe they can change the world through technology. Internally, we are generating a culture that allows our employees to connect their energy and passion for technology with this mission and become true brand ambassadors outside the company.

The digital environment has given rise to a new way of working. Now more than ever, employees in this modern world seek work environments that boost their creativity, improve their productivity and job satisfaction and make them feel connected to their organization's culture and mission.

For a company to thrive in this new work culture, it is important to promote the alignment of employees with shared objectives. This will help companies attract and retain employees who are involved, committed and can spread this commitment outside the organization.

As sources of recommendations, people are considered much more credible and valuable than any brand advertisement or publication. A company with a committed workforce is more productive, more profitable and reaches clients better than those with a lesser commitment from their employees.

Since employee engagement is closely related to productivity, profitability and customer experience, more and more companies are focusing on ways to improve this commitment. If employees see their work have a direct impact on company success, they feel more committed.

Turning workers into brand ambassadors is not achieved simply by asking them to share content. They must be motivated, feel this sense of belonging, take the initiative, feel inspired by the company culture and, in turn, want to inspire others.

There is no point in trying to build a successful brand if your workers do not identify with it. Employees are no longer brand ambassadors. They are the brand.



# LOOK WHO'S TALKING. BRANDS and CONSUMERS in the AGE of ARTIFICIAL INTELLIGENCE



**Goyo Panadero**

Partner and Managing Director, Talent and Innovation at LLYC/Spain



**David González Natal**

Global Senior Director of the Consumer Engagement Area at LLYC/Spain

Theodore Twombly:

"You feel real to me, Samantha"

Samantha:

"Thank you, Theodore. That means a lot to me"

(HER, 2013, Spike Jonze)

In the film HER, directed by Spike Jonze, Theodore Twombly is a lonely man who tries to overcome a sentimental breakup while writing letters for relatives or friends of people he knows who, for some reason, can't or don't want to write themselves. When Theodore tries a new artificial intelligence based on personalization and learning, which he names Samantha, he begins a friendship that eventually leads to love. According to Björn Schuller,<sup>4</sup> professor of Artificial Intelligence (AI) at the Imperial College London, the basic technology we see in HER it is actually from the last decade. According to Schuller, "We have to ask what level of autonomy we want for AI in the

**"Younger generations are willing to provide data with fewer concerns, as long as it leads to a more relevant brand experience"**

future. Is it about bringing Alexa or Siri to a level where they not only receive orders via voice control, but also maintain a continuous and fluid conversation? Because we can do that already."

According to a global PwC study,<sup>5</sup> despite the fact that only 10 percent of respondents currently have an AI device, one in three of them plan to acquire one soon. This study adds the fact that consumers in large economies such as Brazil or China are ahead of the field in terms of purchase intentions, reflecting the speed at which AI is moving. This is true not only among consumers, but also companies with mass consumption and retail at the forefront. In other words, this technology is not only changing relationships with consumers, but also logistics, shipping and segmentation, hand-in-hand with other trends such as the Internet of Things

<sup>4</sup> <https://www.dazeddigital.com/science-tech/article/41387/1/her-film-ai-love-artificial-intelligence>

<sup>5</sup> <https://www.pwc.com/gx/en/industries/consumer-markets/consumer-insights-survey/artificial-intelligence.html>

(IoT) and image recognition, both of which provide companies with mass data they didn't have before now.

A total of 53 percent of consumers in the U.S.<sup>6</sup> say they are concerned about their data usage, changes in the privacy model and how those who engage in marketing use all this new information available. However, younger generations are willing to provide data with fewer concerns, as long as it leads to a more relevant brand experience. Why? Because as the reign of AI widespread, the balance between those two factors will become increasingly important. Let's put it another way. If, instead of helping consumers discover new experiences, AI isolates them in a world that is increasingly closed and small, they will likely end up rejecting it.

We saw this during Spotify's development, where we are influenced not only by the music we already like, but also by what we might like but is still outside our comfort zone.

Recommendations will be key, and those who work in marketing should think primarily about how to use this to approach AI from a perspective of personalization and expanding consumer vision.

According to a Salesforce study,<sup>7</sup> this paradigm shift implies clear expectations from consumers and huge responsibilities from brands:

- More connected journeys, as implied by the breakdown between company and brand silos.
- Personalization, which is necessary for customizing contact points.
- Innovation, the key to continue pushing the limits of experience.
- Data protection, for which consumer confidence should be the highest priority.

**“Virtual assistants have the firm prospect of becoming the main channel for connecting consumers with brands in the next few years”**

As AI (and all other associated technological developments) is moving faster, we will start to see how jobs related to marketing are being transformed. Virtual assistants have the firm prospect of becoming the main channel for connecting consumers with brands in the next few years. While some brands are still trying to understand how to build web platforms and conversation strategies in more effective networks, this new revolution opens a new front which completely modifies the relationship. The decision-making process behind these virtual assistants has shifted priorities too, going from seeking to become one of the main results in a Google search to becoming the top recommendation given by a virtual assistant when a user has an inquiry.

---

<sup>6</sup> <https://www.adweek.com/digital/how-ai-can-inspire-consumers-and-build-stronger-brand-loyalty/>

<sup>7</sup> <https://www.salesforce.com/research/customer-expectations/>

In search of the perfect recommendation, these virtual assistants will become key to brand loyalty and affinity, since they have the capacity to learn from the consumer's previous choices. As the relationship between AI and consumers grows closer, what they will really do is live their own customer journeys to make better decisions. A full 66 percent of consumers<sup>8</sup> already expect brands to understand their needs. If 40 percent of consumers believe they will use a voice assistant instead of an app or a website in the next three years,<sup>9</sup> it seems clear that those who are capable of creating experiences that not only generate more affinity and loyalty, but also come recommended, will be able to position themselves advantageously in this change.

Voice assistants also offer a new opportunity for brands to turn the (until now) eternally intellectual promise of branding into a real, tangible thing through voice generation. This change will revolutionize consumer relationships and involve a shift from thinking about how to make people click on ads or content to creating a brand voice people really want to talk to. There are plenty of examples, such as Ask Liv by Estée Lauder for Google Home, Echo Look by GQ, Vogue and Amazon for Amazon Echo or Whisky Tasting 101 by Johnny Walker for Google Home.

**“66 percent of consumers already expect brands to understand their needs ”**

This future of extreme disintermediation implies we will be able to stop talking to people (human employees at different levels of the brand) and start talking to the brand itself through a system with a very specific behavior. Until this happens, it is certain that the prospect of a direct relationship between brands and consumers should lead many marketing and brand managers to reflect. They should analyze whether they are helping to create an attractive personality people want to talk to for their brands or if, on the contrary, they are saturating the consumer with empty conversations and irrelevance.

---

<sup>8</sup> <https://www.adweek.com/digital/how-ai-can-inspire-consumers-and-build-stronger-brand-loyalty/>

<sup>9</sup> Conversational Commerce Study / Capgemini, 2018



# UNO'S AWARDS




---

**SILVER WINNER**  
*In the category  
Best In-House  
Publication*

## EIKON

---

**EIKON DE PLATA 2016**  
*In the category  
Institutional Publications  
– Multimedia*




---

**2016 AWARD  
OF EXCELLENCE**  
*In the category  
Websites - Magazine*




---

**SILVER WINNER**  
*In the category  
Design – Illustration*




---

**GRAND WINNER**  
*In the category  
Best Overall Magazine  
Presentation*




---

**GOLD WINNER**  
*In the category  
Best In-House  
Publication*

# LLYC

LLYC is a global communications and public affairs consultancy that helps its clients make strategic decisions within the disruptive and uncertain context in which we live, while also measuring their reputational impact. It works with its clients proactively, offering the necessary creativity and seniority to help them implement decisions while minimizing risks and harnessing opportunities, allowing them to achieve their short-term business goals while defining a roadmap with a long-term outlook. This, in turn, defends their social license to operate and increases prestige.

With offices in Argentina, Brazil (Sao Paulo and Rio de Janeiro), Chile, Colombia, the Dominican Republic, Ecuador, Mexico, Panama, Peru, Portugal, Spain (Madrid and Barcelona) and the United States (Miami, New York and Washington, DC), LLYC also offers

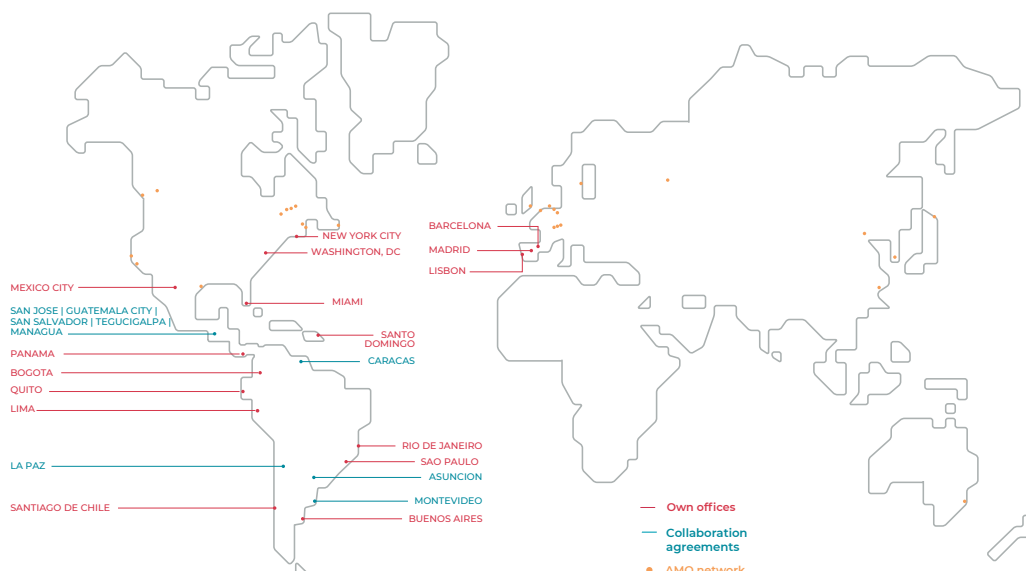
services through partner agencies in Bolivia, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Paraguay, Uruguay and Venezuela.

LLYC is member of AMO, the leading global network in corporate and financial communications. Other partners are: Maitland in the United Kingdom; The Abernathy MacGregor Group in the United States; Havas Worldwide Paris in France, Belgium and Dubai; Hirzel.Neef.Schmid. Counselors in Switzerland; SPJ in the Netherlands; Porda Havas in China; NATIONAL Public Relations in Canada; Hallvarsson & Halvarsson in Sweden; EM in Russia and Deekeling Arndt Advisors in Germany. Every year, AMO is ranked in the top of the Advisors Global Ranking of M&A, conducted by Mergermarket.

/amo

strategic advisors

[www.amo-global.com](http://www.amo-global.com)



## CORPORATE MANAGEMENT

### José Antonio Llorente

Founding Partner and Chairman  
jallorente@llorenteycuenca.com

### Alejandro Romero

Partner and CEO Americas  
aromero@llorenteycuenca.com

### Enrique González

Partner and CFO  
egonzalez@llorenteycuenca.com

### Adolfo Corujo

Partner and Chief Strategy Officer  
acorujo@llorenteycuenca.com

### Goyo Panadero

Partner and Chief Talent and  
Innovation Officer  
gpanadero@llorenteycuenca.com

### Carmen Gómez Menor

Corporate Director  
cgomez@llorenteycuenca.com

### Juan Pablo Ocaña

Legal & Compliance Director  
jpocana@llorenteycuenca.com

### Daniel Fernández Trejo

Global it Director  
dfernandez@llorenteycuenca.com

### José Luis Di Girolamo

Partner and CFO Americas  
jldigirolamo@llorenteycuenca.com

### Antonieta Mendoza de López

Vice President of Advocacy LatAm  
amendezalopez@llorenteycuenca.com

## SPAIN AND PORTUGAL

### Arturo Pinedo

Partner and Regional Managing Director  
apinedo@llorenteycuenca.com

### Luisa García

Partner and Regional Managing Director  
lgarcia@llorenteycuenca.com

### Barcelona

### María Cura

Partner and Managing Director  
mcura@llorenteycuenca.com

### Óscar Iniesta

Partner and Senior Director  
oiniesta@llorenteycuenca.com

Muntaner, 240-242, 1º-1ª  
08021 Barcelona  
Tel. +34 93 217 22 17

### Madrid

### Joan Navarro

Partner and Vice President  
of Public Affairs  
jnavarro@llorenteycuenca.com

### Amalio Moratalla

Partner and Senior Director of Sport  
and Business Strategy  
amoratalla@llorenteycuenca.com

### Iván Pino

Partner and Senior Director of Digital  
ipino@llorenteycuenca.com

### David G. Natal

Senior Director of the Consumer  
Engagement Area  
dgonzalez@llorenteycuenca.com

### Paco Hevia

Senior Director of the Corporate  
Communications Area  
phevia@llorenteycuenca.com

Lagasca, 88 - planta 3  
28001 Madrid  
Tel. +34 91 563 77 22

### Lisbon

### Tiago Vidal

Partner and Managing Director  
tvidal@llorenteycuenca.com

Avenida da Liberdade nº225, 5º Esq.  
1250-142 Lisboa  
Tel. + 351 21 923 97 00

## UNITED STATES

### Erich de la Fuente

Partner and Chairman United States  
edelfa@llorenteycuenca.com

### Mike Fernandez

CEO United States  
mikefernandez@llorenteycuenca.com

### Miami

### Claudia Gioia

SVP Americas, Business Development  
cgioia@llorenteycuenca.com

600 Brickell Avenue  
Suite 2020  
Miami, FL 33131  
Tel. +1 786 590 1000

### New York City

### Gerard Guiu

Director of International  
Business Development  
gguiu@llorenteycuenca.com

277 Park Avenue,  
39th Floor  
New York, NY 10172  
Tel. +1 212 371 5999 (ext. 309)

## NORTH REGION

### Javier Rosado

Partner and Regional Managing Director  
jrosado@llorenteycuenca.com

### Mexico City

### Juan Arteaga

Managing Director  
jarteaga@llorenteycuenca.com

### Rogelio Blanco

Managing Director  
rblanco@llorenteycuenca.com

Av. Paseo de la Reforma 412, Piso 14 Col.  
Juárez, Alcadía. Cuauhtémoc CP 06600,  
Ciudad de México  
Tel. +52 55 5257 1084

### Panama City

### Manuel Domínguez

Managing Director  
mdominguez@llorenteycuenca.com

Sortis Business Tower, piso 9 Calle 57,  
Obarrio - Panamá  
Tel. +507 206 5200

### Santo Domingo

### Iban Campo

Managing Director  
icampo@llorenteycuenca.com

Av. Abraham Lincoln 1069  
Torre Ejecutiva Sonora, planta 7 Suite 702  
Tel. +1 809 6161975

### San Jose

### Pablo Duncan - Linch

Partner and Director  
CLC Comunicación | LLYC Affiliate  
pduncan@clcglobal.cr

Del Banco General  
350 metros oeste  
Trejos Montalegre,  
Escazú, San José  
Tel. +506 228 93240

## ANDEAN REGION

### Luis Miguel Peña

Partner and Regional Managing Director  
lmpena@llorenteycuenca.com

### Bogota

### María Esteve

Partner and Managing Director  
mesteve@llorenteycuenca.com

Av. Calle 82 # 9-65 Piso 4  
Bogotá D.C. - Colombia  
Tel. +57 1 7438000

### Lima

### Luis Miguel Peña

lmpena@llorenteycuenca.com

Av. Andrés Reyes 420, piso 7 San Isidro  
Tel. +51 1 2229491

### Quito

### Carlos Llanos

Managing Director  
cllanos@llorenteycuenca.com

Avda. 12 de Octubre N24-528 y Cordero -  
Edificio World Trade  
Center - Torre B - piso 11  
Tel. +593 2 2565820

## SOUTH REGION

### Juan Carlos Gozzer

Regional Managing Director  
jcgozzer@llorenteycuenca.com

### São Paulo y Rio de Janeiro

### Cleber Martins

Managing Director  
clebermartins@llorenteycuenca.com

Rua Oscar Freire, 379, Cj 111  
Cerqueira César SP - 01426-001  
Tel. +55 11 3060 3390

Ladeira da Glória, 26  
Estúdios 244 e 246 - Glória  
Rio de Janeiro - RJ  
Tel. +55 21 3797 6400

### Buenos Aires

### Mariano Vila

Managing Director  
mvila@llorenteycuenca.com

Av. Corrientes 222, piso 8. C1043AAP  
Tel. +54 11 5556 0700

### Santiago de Chile

### Francisco Aylwin

Chairman  
faylwin@llorenteycuenca.com

Magdalena 140, Oficina 1801, Las Condes  
Tel. +56 22 207 32 00

[www.uno-magazine.com](http://www.uno-magazine.com)