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4 OCTOBER 17 • STEIGENBERGER HOTEL, DUBAI

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INVITATION

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HOW IS REGIONAL CULTURE RAISING ITS
HEAD AND CREATING ITS OWN IDENTITY?

4 OCTOBER 17
STEIGENBERGER HOTEL, DUBAI
9:00AM

RSVP: marcomms@motivate.ae

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SPEAKERS



Austyn Allison
Editor
Campaign ME



Pim Stouten
VP Global Strategy
LexisNexis



Chaker Khazaal
Editor-in-Chief
STEP Group



Gita Ghaemmaghami
Regional Marketing
Manager & Head of PR
Sony Mobile



Amy Brill
Head of PR
M&C Saatchi



Richard Fitzgerald
Managing Editor
Augustus



Jonty Summers
Managing Director,
Middle East,
Hanover



Ahmed Al Sahhaf
Marketing & Communications
General Manager
Saudi Telecom Company



Adel Baraja
Marketing Consultant



Ghassan Nuqul
Vice Chairman
Nuqul Group



Abdallah Touqan
Director of
Communications and PR
Dubizzle



Mariam Farag
Head of CSR
MBC



Yara Al Wazir
Freelance Journalist



Mazen Hayek
Group Director of
Commercial, CSR & PR
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Kathryn Beaven
Director - Global
Sustainability
DP World

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Sabrin Rahman
Head of Corporate
Sustainability
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Lina Hourani
CSR Director
Al Ahli Holding Group



Mark Hamilton
Head of Regional Marketing
- Middle East,
Africa and Turkey
Facebook



Benjamin Ampen
Head of Revenue
Middle-East & North Africa
Twitter



Rachel Dunn
VP Corporate & Consumer
Weber Shandwick



Alex Malouf
Corporate
Communications &
Reputation Manager
Procter & Gamble



Nyree McFarlane
Head of Digital Content
Motive



Tim Baker
Managing Partner and Co-
Founder
Hug Digital



Jamal Iqbal
Director - Brand Outreach
Cicero & Bernay



Ross Bethell
Director - Strategy
Cicero & Bernay



Tariq Al Sharabi
Director - Client Services
Cicero & Bernay



Nicholas Farmer
Corporate
Communications
Aldar Properties Ltd



Farah Mounneh
Head of Strategy
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Meredith Carson
CEO
Bravo Romeo by AJ

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BREAKOUT SESSIONS



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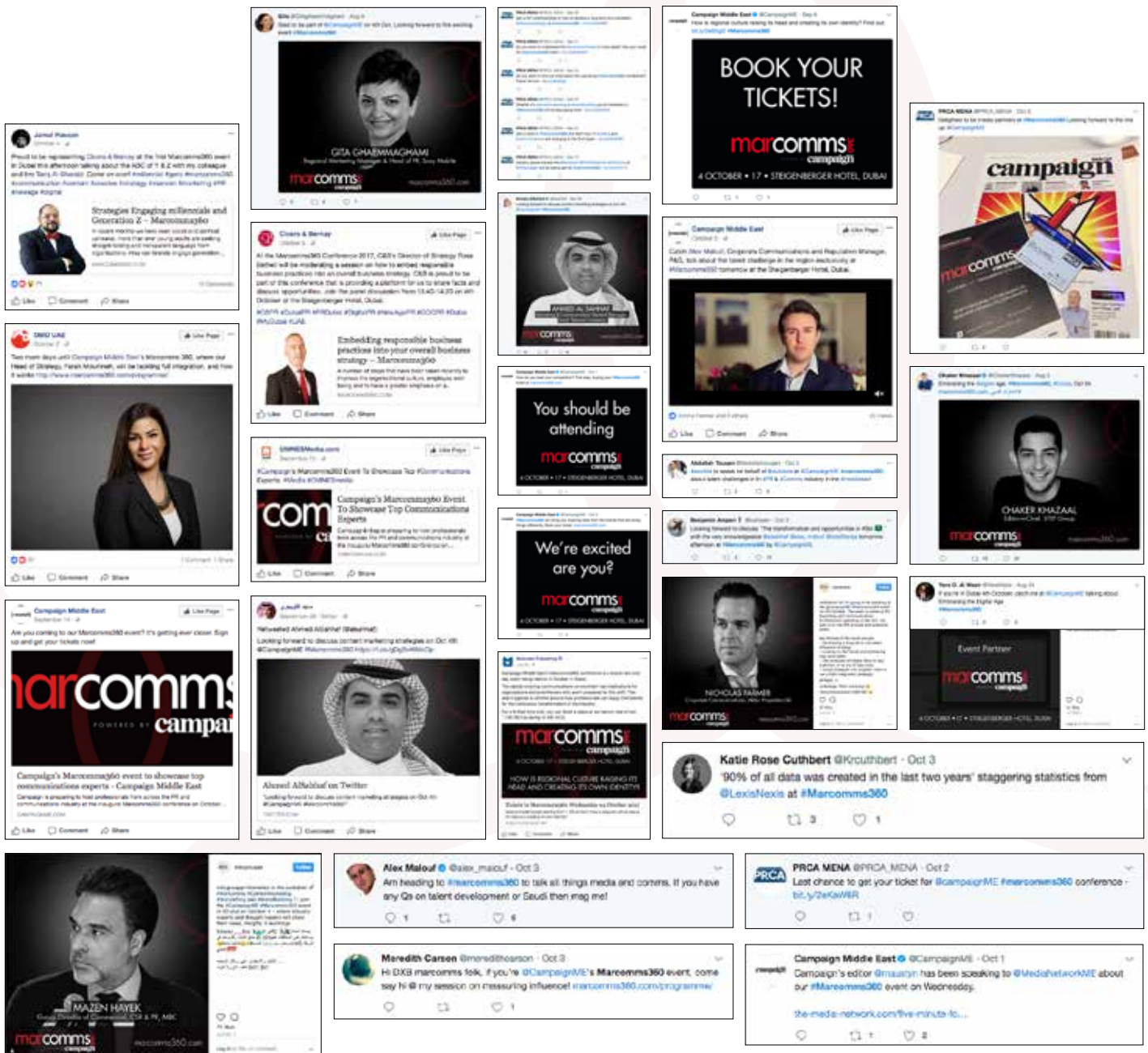
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PRINT & EDM

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EDITORIAL COVERAGE

campaign Middle East

22 OCTOBER 2017

22 OCTOBER 2017

Managing the client-agency relationship

Sony Mobile's **Gita Ghaemmaghani** summarises her presentation at the recent Marcomms360 conference about how to keep channels of communication open, build trust and manage hurdles



GITA GHAEMMAGHANI

Regional marketing communications manager & head of PR, Sony Mobile

When I started out in advertising, the agency I was at would handle all the advertising and media needs of clients. We were the one-stop shop. It was easier for the client to manage one agency and, thus, they invested a lot of energy into a great relationship, which made us a true business partner. Over the past 17 years, however, the marcomms landscape has shifted dramatically, resulting in multiple agencies delivering on a client's business. This shift has triggered challenges at both ends of the spectrum, with both agencies and clients needing to manage numerous relationships per campaign. In a highly energetic and competitive industry such as advertising, strong relationships should be initiated on solid foundations.

RPA (Rubin Postner and Associates) conducted an online survey a few years back of more than 140 advertising agency and brand marketing leaders to better understand the agency-client relationship. Revealed at PRA's forum "The Naked Truth" at the 2014 Cannes Lions International Festival of Creativity, results showed that 98 per cent of both clients and agencies believe that trust is paramount and that a trust-based union leads to better collaborations.

Therefore, the lack of trust is the first sign of a troubled client-agency relationship, which usually arises when the following basics are not established:

- Negotiation sets the foundation of any relationship. Negotiations should be set on rational, impartial and fair bases as it is important for both parties to be content with the outcome.
- Both parties are guilty of not being transparent. In an information-loaded world, imaginary power games damage client-agency relationships.
- Even if your business card reads kabana of marketing or advertising, decisions made at senior level

should be communicated with the teams of both parties promptly.

- Lack of proper communication may pave the way towards an unstable relationship. Focusing on interpersonal communication is key to ensuring a healthy relationship.

Building trust between the client and the agency is a long process, especially when dealing with challenging clients. A list of dos and don'ts can help maintain good and smooth connections between agencies and clients:

- Good communication solves everything, and this includes a mix of verbal and nonverbal.
- You will enjoy your job more if you genuinely care about the success of the business as much as the client does. Reaching this point is a client-agency relationship is invaluable.
- Don't be happy only with the work you deliver; keep track of the deliverables and ensure both the client and you meet the same expectations.
- Do not get caught up in operational efficiency, emailing every single pleasurable conversation.
- Do not go above your point of contact to their superior. There are always ways to address issues in a direct manner, no matter how serious your query is.
- Use the first-mover advantage and always call the client to let them know if something goes wrong. It might not be easy, but your client will appreciate it.

The best results come into realisation when true partnerships are formed between the client and the agency. Therefore, it is always vital to invest in client-agency partnerships, as both parties are after the same result; they're just coming at it from different perspectives.



Building trust between the client and the agency is a long process, especially when dealing with challenging clients.

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JONTY SUMMERS
Managing director
Hanover Middle East

Unique spirit

Hanover Middle East's Jonty Summers' Marcomms360 presentation examined communicating with youth, different markets and international bosses. Here he revisits the challenges and rewards of tapping into the region's peculiarities

WAW. Clements, a former CEO and president of the Dr Pepper Company, described the taste of Dr Pepper as 'one-of-a-kind', saying: "I've always maintained you cannot tell anyone what Dr Pepper tastes like because it's so different. It's not an apple, it's not an orange, it's not a strawberry, it's not a root beer, it's not even a cola. It's a different kind of drink with a unique taste all its own."

Like Dr Pepper, the Middle East avoids categorisation. For every sight, smell, sound, flavour or attitude, you can point to several other examples of the same thing that show its diversity.

A corporate leader who wants to be successful must understand the background and history of the region – in particular its positioning as a first-generation corporate society (a subject that 'Fortune Weir' has written about at length in the media here) – but you also need to tap into the institutional mindset of the employees who are going to catapult you towards future long-term success. In particular, that means youth, millennials and Generation Z.

The huge bracket of youth is the stored energy in the catalyst that will propel the region towards its goals. Harness this energy right and success will follow. To be successful, leaders here will have to roll up their sleeves to develop this talent, actively providing guidance and helping it acquire the business exposure, mind-set, skills and behaviours to deliver.

Over nearly a decade in the UAE, a few observations have become apparent to me when thinking about engaging with regional youth as employees.

The first is around the nature of top-down decision making. Not all millennials want to work at a start-up, but they do want to contribute and feel part of the decision-making process in their organisation. According to Deloitte, 88 per cent of millennials prefer a collaborative and consultative work culture. While 'command-and-control' management style is still prevalent, it shouldn't be hard for organisations

in the Gulf to find ways to include their younger workers within their consultative circles. After all, traditional decision making has historically been influenced by consultation with all levels of the tribe.

A second point is about influence. While networks matter greatly in our profession, making it about who you know and not what you know is a quick way to alienate an over-qualified millennial workforce. While personal connections to key decision makers are important, preferential treatment that crosses the line and becomes perceived as unmerited and unfair discourages millennials to participate in the workforce. With the talent pool available in this region, competition for jobs in communications should be about being the best person for the job based on attitude and ability.

A last point on youth organisations in the Middle East will need to understand that social media skills are a strength to bring to the workplace, not a risk. Gen Z gets it. They're glued to their smartphones, telling their stories every day through their social channels with creativity and interactivity in ways that reflect their personal brands. Corporates – let's be honest – are a long way behind. Generation Z feels we need to get better at thinking how we can navigate the blurred lines between personal and professional social media to increase corporate visibility.

We as regional communication have a responsibility to represent the true strategic value of the Middle East internationally. If you have a global role, you know the feeling all too well of being asked to expand a project into a new market, then being expected to deliver full-blown communications support across the whole of the Middle East for substantially less than would be invested in individual country campaigns in Western Europe.

It's not unusual for corporate communications professionals at international companies to report that, while the Middle East may account for 10 per cent of their annual revenue, they only spend 3 or 4 per cent of their global communications budgets here. Communicators here must earn the budget. PR practitioners need to understand the global strategies and objectives of the organisations they are doing business with. They need to be able to present clients with realistic plans, deliverables and budgets rooted in the strategic importance of Middle East markets in the years ahead. These can help global bosses appreciate how the nuances of individual Middle Eastern markets affect how work needs to get done.

Real diversity, as experienced in the GCC, presents one of the biggest management challenges in business history. In the Middle East, diversity is multi-dimensional, going beyond nationality. Those who can understand that success in this region requires them to communicate between cultures and with an understanding of different individual points of view will create respect, trust and understanding from everybody's perspective and can truly take advantage of the spirit of this region.



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Marcomms360 – the big picture

A couple of weeks ago we held our inaugural Marcomms360 conference. Run in partnership with Haymarket, the parent company of Campaign in the UK, it is the first of many brand extensions to explore new ways to reach you, our audience.

The conference was a success. The speakers were both engaging and interesting, there were still a lot of people there at the end, and the people I spoke to say they enjoyed it. They might be being polite, but they didn't say to me about anything so I'll take that as praise in itself.

Marcomms360 was made possible by some stellar sponsors who not only helped financially but also brought ideas and insight into the room, which I know many people took away with them. So thank you to Cicero + Bernay, Crowd Analyzer, Lexis Nexis, Hanover, PRCA, The Media Network and Steigenberger Hotel.

I learned a lot at the conference, and not just from the speakers – too numerous to thank individually here. We also had a very high calibre of guests. With clients as well as people from

creative, PR, digital, media and other agencies in the room, there was a lot of shared insight, empathy and common ground.

There were also things we agreed to disagree on. One of my personal highlights was chairing a panel on integration. Between my panelists and voices from the floor, opinions ranged from the industry being in an era where every campaign is integrated to those who believed that agency collaboration is just a story agencies tell their clients to help them sleep.

For those of you who couldn't make it, you have not completely missed out. Three of the speakers from the day have written articles for this issue of Campaign. Alex Malouf says it's high time the PR and communications industry began getting accreditation and going legit. Jonty Summers from Hanover looks at the particular spirit of the region and the challenges it presents when working with international firms. And Gita Ghaemmaghani from Sony discusses how to keep the client-agency relationship alive.

And we have a selection of photos from the event on page 26. If you were there, see if we caught your best angle. And if you weren't, make sure you come to the next one.

Meanwhile, we have also got a great supplement in this issue. It's a guide to the UAE's main outdoor suppliers. We've even tried to put together a map of who has properties where. Pull out that map and pin it to the wall. But leave room for some more, as this guide is the first of many, tackling different media in the region. Yup, that's more brand extensions.

I hope you enjoy them all.



AUSTYN ALLISON
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A
VIEW
FROM
DAVE TROTT

Dave Trott is the author of *Creative Mischief*, *Predatory Thinking* and *One Plus One Equals Three*.

Boys with toys

It's generally accepted that John F Kennedy was the hero of the Cuban Missile Crisis.

But actually he wasn't.

In 1962, Vasili Arkhipov was second in command on a Russian submarine.

It didn't have nuclear missiles, but it did have nuclear-tipped torpedoes.

It was submerged and had been out of contact for several days.

But the crew knew tensions were at boiling point between the USSR and the USA.

They knew war could break out at any moment. Suddenly they were surrounded by a US aircraft carrier and 11 destroyers.

The Americans started depth-charging the submarine. Obviously war had started.

The only option was to use their nuclear-tipped torpedoes.

When the Russians couldn't know was that the Americans were dropping 'peaches' depth charges.

In the weeks above the waves, the Americans knew these wouldn't do any real damage.

They were signalling the Russians to surface.

Meanwhile all the Russians knew was that they were being attacked.

They saw the aircraft carrier through their periscope.

The obvious thing to do was hit it with their nuclear-tipped torpedoes.

This was about half as powerful as the Hiroshima bomb, it would destroy the carrier and most of the destroyers.

But they had to do it fast, before the depth charges sank their sub.

Their rules said they needed the agreement of all three senior officers on board.

The captain said fire, the political officer said fire.

That left it down to the second-in-command.

Vasili Arkhipov.

If he agreed, they would sink the US battle-group and World War Three would start.

Obviously, Vasili Arkhipov didn't agree.

It's obvious, because it's the reason we're all here today.

Vasili Arkhipov decided to gamble the lives of his crew against all the lives on earth.

The sub surfaced and the nuclear-tipped torpedoes were never launched.

No thanks to the US Navy.

In 2002, Thomas Blanton, director of the US National Security Archive, said, "Vasili Arkhipov saved the world."

Arthur M. Schlesinger, advisor to JFK, said, "This was not only the most dangerous moment of the Cold War; it was the most dangerous moment in human history."

But for me the most telling comment came from Robert McNamara, US Secretary of Defence, who said, "We came very close to nuclear war. Closer than we knew at the time."

That really is the nub.

Nobody knew how close they came because nobody knew what was going on in the minds of the people on the submarine.

The people above the waves, dropping practice depth charges, lived in one reality.

So they thought everyone lived in their reality.

They expected the submarine to realise these were just practice depth charges.

The Americans didn't allow for the possibility of any other reality.

And today we still do that.

Everyone involved in mass media carries on as if our reality is the only reality.

It isn't possible that any other reality exists.

It's as if we've got all the answers and no other answers are possible.

And we'll carry on doing what we think is right because we never learn.

It isn't what we don't know that can hurt us.

It's what we don't know we don't know that can really hurt us.

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On October 4, the region's marketing and communications industry gathered at Dubai's Steigenberger Hotel Business Bay for the inaugural Marcomms360 event, a joint venture between Campaign Middle East and Haymarket. For a full day, guests were treated to presentations, panel discussions, case studies and workshops, while networking with fellow experts. About 30 industry leaders addressed the audience, and the event was made possible through generous partnerships with Cicero & Bernay, Crowd Analyzer, Lexis Nexis, Hanover, PRCA, The Media Network and Steigenberger Hotel.

Hug Digital

the you phone your client?

Hanover

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Hug's Tim Baker

Sony Mobile's Gita Ghoshmoghams presents a case study

Dubai's Abdulrahman Tsougan

HBC's Sabina Rahmat, Al Ain Holding Group's bna Hourani and DF World's Kathryn Beaven discuss CSR

Facebook's Mark Hamilton

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