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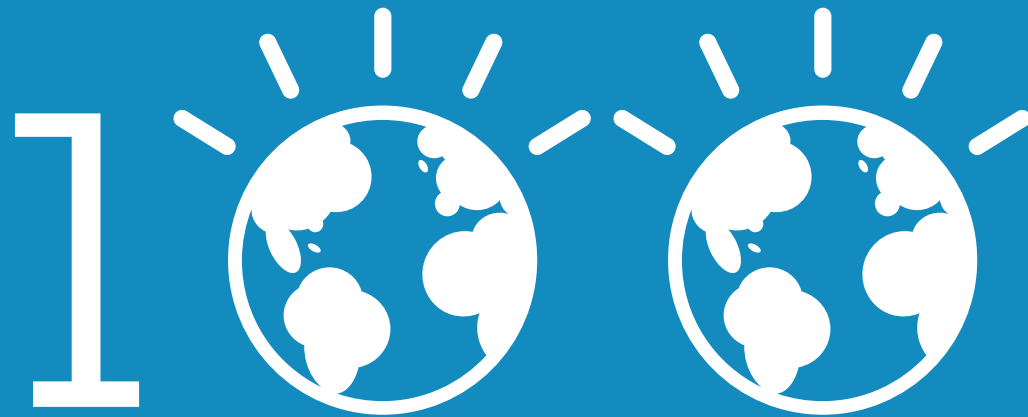
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GEORGE P. JOHNSON CO.

CELEBRATING 100 YEARS OF CREATING ENGAGING EXPERIENCES



George P. Johnson

Mr. Johnson
implored his
employees
to 'make no
small plans.'



George P. Johnson, a young Detroit local with an entrepreneurial spirit, opened his flag-making and sail-repair shop in 1914. Within a few years, his company had become one of the top three flag and bunting producers in the country.

Today that business is celebrating its 100th anniversary as George P. Johnson Co., one of the world's leading experience marketing agencies. With 1,200 employees in 34 full-service offices across Europe, Asia-Pacific and the Americas, the company produces more than 28 events a day globally on average.

George P. Johnson Co., also known as GPJ, is the flagship agency of Project: WorldWide. The company has gained a leadership position in the experience marketing category by creating cutting-edge physical and digital experiences for both consumer and b-to-b audiences.

The founder, Mr. Johnson, implored his employees to "make no small plans," and the company still lives by that dictum daily.

Robert G. Vallee Jr., the chairman-CEO of Project: WorldWide, GPJ's parent company, as well as the founder's grandson, elaborates on that vision: "Since our founding, we have acted with a single purpose: to create experiences that connect with hearts and minds, and move audiences in the name of our clients. Our success in doing so is a testament to the dedication and passion of countless individuals and, specifically, of one incredible man."

Today, such GPJ clients as IBM, Toyota, Under Armour, Nissan, Cisco, Honda, Samsung Group, Chrysler, Salesforce.com, VW America and Procter & Gamble engage the company to create events and branded environments, as well as online and digital experiences.

For Mr. Johnson, the connection to creating experiences came through the emerging Detroit automotive industry. Dropping out of school at the age of 14 to work in his father's sail-making, sail-repair and awning business, he made an important connection in 1910 when he designed one of the earliest U.S. auto shows. The 23-year-old used thousands of pink paper roses and interwoven ribbons to build a canopy over a simulated city park, complete with a 30-foot illuminated fountain.

Creating an environment to sell a product was groundbreaking, both for the advertising industry and for Mr. Johnson, launching his longstanding association with automakers.

George P. Johnson Co. quickly grew to become a leader in the flag and bunting business. In 1923, J.L. Hudson's department store

commissioned GPJ to make the world's largest U.S. flag for display at its flagship Detroit store—a recurring request that by 1949 resulted in the production of a flag 235 feet long by 104 feet high that weighed 1,200 pounds.

While the flag and bunting business was a success for GPJ, it was the auto industry that had the biggest impact on the company's growth. Families that moved to the suburbs after World War II needed cars. Automakers began exhibiting at festivals, fairs and other public spaces to reach these new consumers, and GPJ was commissioned to design and create branded automotive displays.

To engage these audiences, GPJ experimented with new materials and techniques. Among major GPJ innovations were the clear acrylic automobile chassis, engine displays under black light and the vehicle display turntable, now a fixture at every car show. The company was at the forefront of creating exhibits using rear illumination, rear projection, sound animation, custom neon

lighting, interactive devices such as automotive racing games, audience participation and the use of actors, robots and illusionists.

"The history of GPJ is filled with innovations that are visible everywhere on the floors of today's car shows," Mr. Vallee Jr. says. "We are equally adept at creating relevant innovations today, only most of these, like GPJ Connect and TouchScope, are happening in the digital realm."

As large convention centers began sprouting up around the country,

GPJ leveraged its expertise at auto shows to build custom environments and immersive experiences at those venues. GPJ also developed museum exhibit environments, including an installation at the Pro Football Hall of Fame in Canton, Ohio.

A highlight of the middle of GPJ's century of work was the 1964 New York World's Fair, where it was designer, engineer and general contractor for the Chrysler Corp. and Allied Van Lines pavilions. The Chrysler Autofare exhibit spanned six acres with more than 1 million square feet of display space.

Following that, GPJ began expanding its U.S. facilities and capabilities as well as its geographical footprint. With projects coming from Honda, Nissan and Toyota, GPJ opened an office in Los Angeles in the 1980s, which was then followed by Boston, Chicago and its first international location, in Frankfurt (in 1993), to meet expanding client needs. The rapid growth of the Japanese car companies in the U.S. market helped double GPJ's growth in just four years.

In 1996 GPJ opened an office in San Jose, Calif., to serve the fast-growing technology industry, which helped GPJ win contracts with



GPJ's first auto show, in 1910

'Since our founding, we have acted with a single purpose: to create experiences that connect with hearts and minds, and move audiences in the name of our clients.'



companies such as Intel Corp. and Siebel Systems.

By the mid-1990s, GPJ's client list included 40 Fortune 500 companies, although most revenue still came from the auto industry. In 1998 that changed as GPJ was named IBM's global agency of record for customer events, overseeing 1,000 business shows and events annually.

GPJ was selected as IBM's partner based on its event and experience capabilities, strategic skills, creative prowess, financial stability and capacity to deliver globally. Another key aspect of that win was GPJ's technology focus. GPJ built a Web-based technology called Global LINKS, a work-flow and communications platform that provides end-to-end event management, streamlines operations and enables portfolio consolidation and expenditure efficiency. This platform, which has since been brought in-house and combined with other IBM technologies, enabled IBM to manage events globally as well as track spending and overall event performance.

"The IBM partnership was a game changer for GPJ," Mr. Vallee Jr. says. "IBM values face-to-face engagement across its buying cycle and is committed to delivering unique IBM event experiences on a global scale. IBM has challenged us to be at the very forefront of innovation every step of the way, and we have continued to deliver in every market as we expand internationally with them."

The years following the IBM win saw acquisitions and joint ventures for GPJ as well as the opening of more international offices to serve an increasingly global business. The agency played a major role in the 2007 Asia-Pacific Economic Cooperation forum in Australia and APEC Economic Leaders' Week, pavilions at the

2008 Olympic Games in Beijing, the 2010 Olympic Games in Vancouver, the Cisco Pavilion at World Expo 2010 in Shanghai and the Commonwealth Games.

Since the beginning of the century, GPJ's client roster has not only continued to add leading technology and auto companies but has also diversified to include iconic consumer products brands. Today the agency's revenue is split roughly a third automotive, a third technology and a third consumer products.

Despite its size and breadth, GPJ still describes itself as a family company.

In 2005, to provide for the "family," then Chairman—CEO Robert G. Vallee Sr. created an employee stock ownership plan so that employees would be rewarded directly for their hard work.

Five years later, with Robert G. Vallee Jr. at the helm, management took another significant step in setting the course for the company's future when it formed Project: WorldWide, a global network of complementary, wholly owned agencies.

"We realized that clients needed marketing programs that were harder-working than what was traditionally being delivered by advertising agencies," says Mr. Vallee Jr. "GPJ's focus and understanding of how to engage people across physical, digital, social and mobile is a skill set that can be delivered across a wide range of marketing disciplines. Project: WorldWide allows us to attract the companies and talent that are truly exceptional at delivering those contemporary marketing programs for our clients."

Today, GPJ is the centerpiece of the Project: WorldWide network, which is dedicated to creating deeply engaging brand experiences that move people to act on behalf of its clients. ●



— Here's to George P. Johnson for —
100 YEARS
— of being the industry leader —



Making the live event and entertainment industries a brighter place

Happy 100th



Anniversary

***We wanted to create a
big event to celebrate,
but couldn't pull it off
without you.***

*Congratulations on turning 100 and thanks for
20 years of award-winning collaborations.*



ENGINEERING DESIRE

GPJ AT THE CENTER OF THE PROJECT: WORLDWIDE NETWORK



Robert G. Vallee Jr.

'We were built on the proposition that an experience is more impactful than an exposure.'



Robert G. Vallee Jr. is chairman-CEO of Project: WorldWide, where he oversees a global network of creative agencies dedicated to engagement marketing. He is a veteran of more than 30 years in the marketing industry, a career spent guiding GPJ from a regional event marketing production company serving the North American automotive industry into a leader in experience marketing serving the automotive, technology and consumer goods industries.

The innovations he introduced at GPJ have since become industry standards, including greater integration with digital and other marketing disciplines, the global account team model, financial transparency, program measurement and the use of Web-based technology to streamline production and activation.

Mr. Vallee Jr. spearheaded the creation of Project: WorldWide in 2010, a response to marketers' increasing responsibility to deliver higher ROI and their frustration at competing in an increasingly global, complex and fragmented marketplace.

Embracing engagement as its core vision, Project: WorldWide represents a new approach to the agency network model, defined by a tightly knit group of best-in-class agencies that prioritize clients' needs above quarterly agency performance, once again challenging the status quo.

Advertising Age: How was Project: WorldWide born from George P. Johnson and why?

Robert G. Vallee Jr.: When you look at the 100-year history of GPJ, you see the story of an entrepreneur who started a business and continuously evolved it in pursuit of bigger and better opportunities. GPJ began as a sail-making company before evolving into a leading flag-maker during World War II. The company pioneered the concept of an auto show for Detroit automotive manufacturers. We became very good at managing these large-scale events, which led us to scale the business to include technology and consumer goods clients. We have expanded globally to meet our clients' needs in these areas, and GPJ has been the leading experiential marketing company for the past several years.

Our management team realized a few years ago that our best source of future growth was to leverage our collective skills at creating deeply engaging experiences and deploying those skills against a broader marketing effort for our clients. Today, Project: WorldWide is the manifestation of that vision. We have assembled some of the most creative agencies across the full spectrum of marketing needs and are working to redefine how to create powerful experiences for consumer and b-to-b brands regardless of the medium.

Ad Age: How does experiential marketing expertise feed into the larger network?

Mr. Vallee: We were built on the proposition that an experience is more impactful than an exposure. We have agencies that create powerful and effective TV advertising, but we are also filled with

creative thinkers who are constantly redefining how to engage people in a real-world setting and motivate them with meaningful experiences. Regardless of whether you are experiencing our clients' brands on a screen, in the real world or anything in between, our agencies are focused on making that experience deeply motivating.

Ad Age: How is Project: WorldWide different from other holding companies?

Mr. Vallee: First, we are an independent, employee-owned agency network of wholly owned agencies. We don't report to Wall Street, so we have the ability to make decisions based on what is right for our clients and what is right for our organization in the long term. With the employees being owners of the company, there is built-in alignment between doing what is best for our clients and personally benefitting from those decisions.

Second, we don't define ourselves along the traditional lines of agency capabilities. We are engineers, craftsmen and artists making things that inspire people to participate and act on behalf of our clients' brands. We see this as an important distinction in the way in which we engage with clients and the work that we produce.

Finally, we are natural collaborators. We have selected agencies that are complementary and whose founders are naturally predisposed to working well with others. This is significant differentiation in the eyes of clients who have worked with multiple agencies in the network.

Ad Age: What's next for Project: WorldWide?

Mr. Vallee: We are constantly on the prowl for the best talent and the best clients.

We have demonstrated that we are as willing to acquire outstanding agencies as we are to put strong talent together to start agencies. We do this because we believe that the best talent can land the best brands that are governed by the strongest marketing talent, which is the combination most able to make great work come to life. A virtuous circle if there ever was one.

We believe we are seeing great work happening within our agencies, and we expect to keep that going for as long as possible.

Ad Age: You use the tagline "Engineering Desire" for Project: WorldWide. Can you tell us more about that?

Mr. Vallee: When you boil our business down to its most simple ingredients, it is clear that we exist for one reason—to create desire for customers of our clients' brands. No other holding company offers such a broad, yet focused range of skill sets to accomplish that.

We have engineers that build complex structures in the physical world as well as talented engineers that build complex algorithms in the digital world. So "Engineering Desire" is the best summary of what distinguishes Project: WorldWide from any other network of agencies. ●



A CENTURY OF HIGH PERFORMANCE.

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FROM YOUR PARTNERS AT NISSAN.



**Innovation
that excites**

'MAKE NO SMALL PLANS'

100 YEARS OF GREAT WORK AT GEORGE P. JOHNSON CO.

1914



George P. Johnson Co. opens for business

1923



World's largest flag across the facade of Detroit's J.L. Hudson Building

1946



GPJ was general contractor for Detroit's Golden Jubilee

1960



Plymouth Fury display

1964



Chrysler's six-acre Autofare exhibit at the World's Fair in New York

1978



Toyota display at the Chicago Auto Show

1980s



Honda exhibit

1990s



FedEx exhibit

2007



APEC Leaders' Week Summit, produced by GPJ's Australian office

2010



Robert G. Vallee Jr. on stage at the Project: WorldWide launch party

2011



Think exhibit commemorating IBM's 100th anniversary

2012



Cisco House, built for the London Olympics

2013



Nissan's amphitheater-style space at Detroit's North American Auto Show

2013



Salesforce.com's Dreamforce conference in San Francisco

2013



VW Golf reveal at New York Auto Show



(This time, they're for you.)

For a century of great work from George P. Johnson...

HONDA
The Power of Dreams

THE NEXT 100 YEARS WITH CHRIS MEYER



Chris Meyer

Chris Meyer, George P. Johnson Co.'s CEO, oversees the agency's global network of 1,200 employees operating out of 34 full-service offices across the Americas, Asia-Pacific and Europe.

Mr. Meyer recently answered some questions about experience marketing today and tomorrow.

Advertising Age: How do you define experience marketing and what does it encompass?

Chris Meyer: Experience marketing is combining target audience touch points in a way that increases that audience's brand af-

finity. The era of basic brand awareness is over; the marketplace is simply too loud. At GPJ, we create programs that create lasting bonds between consumers and our clients, bonds that are measurable and actionable.

Let me provide a concrete example: When Honda introduces new cars, the goal is to present the vehicle as a lifestyle extension. TV can do that, but it's not a personal experience. So Honda and GPJ created a series of immersive experiences at the North American International Auto Show in January. With a variety of touch points, each capturing the customers' imagination and their data, Honda was able to generate interest, establish physical and emotional connections to their new cars, and create free press. USA Today covered the show, and they chose to highlight Honda.

Ad Age: Would you give some examples of experience marketing?

Mr. Meyer: For Jeep, we created the Rocks and Road Tour, a series of events that had automotive adventures for all members of the family. Each was designed to engage a particular audience, drive home Jeep's brand

promise, and create a lasting impression.

For Salesforce.com and Cisco, we designed attendee-specific journeys at events that flow via physical and digital touch points, creating memorable brand interactions that activate the target audience and drive ROI.

For Under Armour, we created an extremely successful activation by taking over a portion of Grand Central Terminal during the Super Bowl. The experience immersed consumers in the brand, expanded their perception of the Under Armour promise and gave them direct access to products, athletes and product specialists.

Ad Age: What makes a successful experience-marketing program?

Mr. Meyer: Experience marketing's success is due to the hands-on affinity generated by our programs and the connection it enables between physical brand experiences and digital consumer activity. Consumers get a chance to experience brands and their messages up close and in person. That personal connection creates a much more lasting impression, one that seats in a consumer's memory and generates an emotional re-



GEORGE P. JOHNSON
experience marketing

A PROJECT: WORLDWIDE AGENCY

**INNOVATE
MOTIVATE
ACTIVATE**
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TO
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100 YEARS OF BRINGING GREAT IDEAS TO LIFE.



Toyota is about going places.

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Congratulations on



years.



Let's
Go
Places

'The most obvious evolution can be summed up by the word "technology."'



sponse. That's what experience marketing is all about. It's also why we're so excited to see the traction for our network, Project: World-Wide. With it, we're combining traditional above-the-line campaigns from our sister agencies with immersive experience marketing campaigns to create tremendously powerful brand affinity across every marketing communications channel you can think of.

Ad Age: How have experience marketing program elements evolved over time?

Mr. Meyer: The most obvious evolution can be summed up by the word "technology." We're able to create much more interesting brand experiences than in the past. We're able to connect to target consumers in a much larger variety of ways. And we're able to amplify the effect to a much greater degree through the leveraging of social media and mobile technology. We create incredibly elegant ways for consumers to experience brands, ranging from interactive gaming and mobile RFID programs at physical events to high-touch, video-based online communications forums.

We're in the continuing-conversation business. And mobile technologies are a big

part of that. Many of these people are your brand ambassadors, the folks you want to spend the most time pursuing. That's valuable information to marketers and to a sales team.

Ad Age: What roles are digital and new technologies playing in experiential marketing?

Mr. Meyer: First, the concept of "digital" is obviously broad. For us, it generally means two things: new ways to immerse people with engaging content and fantastic measurement. If you've been to any auto shows, as an example, you see GPJ's work on many, many brands. There are jaw-dropping digital engagements deployed by us everywhere you look, from the custom video screens to the walls of digital content to the kiosks. We even developed a social media-enabled vending machine. And it's all measurable and connected so the activity is immediately actionable.

Other technologies being used include some things you might not expect. RFID has been around for a while, but we're using it in new ways to enable sales and marketing personnel to gain instant insight into audience traffic at a brand experience as well as

a mechanism to push content based on profile and location.

It's also about user satisfaction, of course. For example, we're proud to partner with Cisco on their perennial award-winning global sales conference, GSX. We've been able to create satisfaction levels that are extremely high because of the analysis of the data. We've pinpointed areas for improvement based on geography and demographics that have catapulted that event to become the standard for how you engage people online and on the go. You have to understand cultures, user interface, online and mobile technologies; but you also have to understand what to measure, how to calibrate it and what to do with it.

Ad Age: What do you expect to be the most important new ventures GPJ will take on in the coming decade?

Mr. Meyer: First, close the customer-journey loop by enabling complete tracking of off-line and online brand experiences. Second, we're going to continue to push innovation in experience marketing so that business leaders understand the importance of these programs in the communications mix. ●

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