

Idea City

GSD&M'S IDEA CITY WAS CREATED TO BE AN EXCITING, compelling destination for clients looking for innovative and inspiring marketing solutions beyond just advertising. Idea City is a place to come for visionary ideas that make a difference. Yes, we do advertising. But we prefer to be your marketing partner and develop ideas that help transform your business. We work best when we're completely entrenched in your business and have a seat at the table with your team to help build your brand with visionary ideas that take shape in many different forms.

Idea City is also a place where we partner with Best-in-Class marketing and advertising experts who can converge with client visionaries. With input and insights from our clients and talented collaboration partners, we have been developing a new agency marketing model based on the idea that in marketing,

there is no "them" — there is only "us." No one has all the answers. In essence, the model eliminates adversarial relationships in pursuit of a higher cause: developing a marketing solutions structure that brings together talented, dedicated and passionate people to help us win in the marketplace.

Your team will be made up of our top intellectual talent in all disciplines from GSD&M. If we're truly in the business to build our clients' businesses, it's important to put the right team in place to take your brand to the next level.



*Got a problem? Come to Idea City. Together we'll find and execute the best solution.
Need to invent a new opportunity? Come to Idea City, and together we'll dream new dreams,
see things in new perspectives and create the future.*

City of Austin

THE 1.4 MILLION RESIDENTS OF AUSTIN include a mix of university professors, students, lobbyists, politicians and high-tech workers. Austin is home to enough large sites of major technology corporations to have earned the nickname Silicon Hills, though Austin's official slogan is *The Live Music Capital of the World*.

Austin can best be characterized as the city of ideas, and while it may take some time to adjust to the summers, it doesn't take much looking to understand why our founders wanted to call it home.

We are surrounded by a creative force that extends beyond trends and pop culture and originates from the strongest place possible: inspiration. Where we live inspires what we do. Austin surrounds us with an environment that nurtures creativity and encourages bold thinking. We thrive in this city because we value the natural beauty, spirit, communities and culture that Austin has to offer. Our clients benefit from the type of employees we attract: smart, fun-loving and quick-thinking disciples of the golden rule. The U.S. Census Bureau reports that Austin ranks fifth among the most educated cities in the U.S.; 45.1% of the population has a college degree or higher.



"Austin really gets it. Austin decided that it wanted to create a great place to work and a great place to live. So it leveraged its music scene and its independent-film community, and it launched strategies to preserve open spaces and control growth. Austin's mayor understands that in order for the city to be successful, it has to promote a convergence between technology, Austin's music scene and its unique, laid-back quality of life, not one or the other."

— Bill Breen, *Fast Company*



The Agency

IN 1971 THE SIX FOUNDERS OF GSD&M wanted to stay in the city they loved and build a major advertising company by coming up with ideas that make a difference for our clients. People laughed and said we'd never make it; we'd have to move to New York or Chicago. Thirty-six years later, we are working with some of the greatest brands in the country, building market share in their categories and making a difference in people's lives. Four of our founders are still involved in the day-to-day operation of the business. We want to work with clients who share a passion for

winning, for companies that have the courage to be leaders in their industry and are committed to doing the right thing for their customers. Maybe it was Sam Walton and Herb Kelleher who picked us up along the way and taught us to be good business partners, not just good marketers. For whatever reason, we are determined to win. Not for ourselves, but for our clients. Clients who bet on us, believed in us and most of all demand excellence, performance and visionary thinking that drive marketing innovation.

Change is our status quo. But what never changes at GSD&M's Idea City is the focus on winning by building profitable market share for our clients. True collaboration, ideation, innovation, integration and ROI form the process that drives us and makes us different.



We learned early on that we are not in the ad business; we're in the business of building our clients' businesses. Our marketing approach is still client-centered, not agency-centered. The brand architecture is designed from the point of view of each client. The strategy, the creative and the media reflect the culture and purpose of the client. Relationships don't last if both parties aren't passionate about building the business — about getting results. And no company in today's fiercely competitive marketplace can afford to retain an agency that does not consistently deliver business-building ideas and effective creative. We work as trusted partners with clients to meet their goals and grow their businesses, which ultimately grows ours, too. Most agencies think they have a corner on the smarts, that they have the only brand vision. That's not the case at GSD&M's Idea City. That's because we are expert listeners, collaborators, team builders and drivers of marketplace innovations. With clients who are themselves visionaries, our role is to clearly understand that vision

and serve as the master architect whose team creates the communications blueprint that brings the vision to life with extraordinary ideas. Every day Idea City mobilizes teams to win in the marketplace for some of the world's most visionary companies. Outsmarting and outperforming the competition is the thrill. Staying ahead of the curve, shaping the future and forcing competitors to play on our terms. That's what we seek to be the best in the world at. And we love every step and every twist of the journey. When clients team with us and unleash the full firepower of their combined talent, expertise and drive to win in the marketplace, winning happens naturally. The power of teamwork, curiosity and restlessness drives all that we do and helps us stay ahead of change. And everything is changing now. The art and science of communications, the tools, marketing landscape, customers and media channels.



Strengths

MOVE SMART. MOVE FAST. Our ability to quickly get to the heart of the matter and define the really important issues, challenges, strategies and values saves time, which of course, saves money. The visionary ideas that grow out of our learning spark the kind of enthusiasm and zeal that rally associates, sales teams, field agents, managers and distributors around a common cause and language. We're not content until an idea clearly has the potential to create the kind of momentum that sends the competition into a frenzy.

THE GENIUS OF THE AND. We cannot overemphasize how important it is to build a successful brand. Yet we have to move products off the shelves. Our friend Jim Collins calls it the genius of the AND. Ideas must create a definitive brand position AND persuade consumers to purchase products and services. We're not doing our job if the ideas we develop don't do both. We expect to be held accountable for that.

It's about creating successful, enduring relationships.

Creating significant momentum in the marketplace is much easier with some continuity and a whole lot of mutual trust and respect. The average agency-client relationship lasts about two years. Not at GSD&M's Idea City. We're proud to claim some of the industry's most enduring client relationships:

11

years with AT&T

12

years with MasterCard

18

years with the PGA TOUR

26

years with Southwest Airlines

Agency Services

Some of our clients have in-house teams that provide various marketing functions. Others have multiple agencies. We hold ourselves accountable for developing ways for all agencies/units to work together, faster and better. GSD&M's Idea City has invested heavily in advanced technology to

facilitate real-time accessibility to shared information. Client intranets and FTP exchange sites allow us to serve as a central resource for creating and sharing content between clients and partner agencies.

On-site specialized services

- Idea City Ideation Lab (real-time ideation)
- Mythos Group (independent branding/feature film development unit headed by agency cofounder, Tim McClure)
- Diversity program development
- Financial systems development
- Editing and videography/photography
- Art buying
- Studio art production
- Audio/visual recording
- Custom design of online and offline research protocols
- IT support

Best-in-Class Partners

We employ Best-in-Class specialists as needed, based on the scope of the work. These specialists become an integral part of Idea City's Dream Team. As brand architect, we hold ourselves fully accountable for the quality and performance of all results. Start with getting the right people on the team. Our process begins with selecting the Dream Team — composed of the best in the advertising

and marketing disciplines plus influencers, experts and leaders in areas that help inspire new thinking beyond the obvious. These may be authors, artists, interior designers, software developers, trends trackers, think tank founders, the best-in-class of organizational structure specialists...the list is virtually endless.

Strategic Planning

IN OUR EXPERIENCE, AN AUTHENTIC CORE PURPOSE IS FUNDAMENTAL to long-term business success.

A core purpose is about the difference a person, a company or even a product is trying to make in the world.

That purpose explains and drives everything that follows.

A clear, well-articulated purpose captures a company's passion.

Employees understand (sometimes for the first time) what their organization stands for — the business the company is really in. They feel good about what they're doing, where they're going and how they're going to get there.

Successful branding requires careful planning.

Idea City's marketplace planning department consists of 40 planners, including specialists in quantitative ROI solutions, project managers and support staff and full-time secondary research specialists who maintain our in-house library.

All planners have proven experience in providing thorough quantitative research as well as a broad range of qualitative methodologies designed to get past the expected consumer responses and discover unique insights to help us position our clients to win in the marketplace. We collaborate with partners such as Roper, Iconoclast, Yankelovich, Mintel and Forrester to add the cultural context we need.

As vital members of each Idea Team, marketplace planners take the lead in implementing the steps of the Purpose-based Branding process, customizing the process for each client.

- *Discovering or redefining the client's core purpose*
- *Discovering or articulating the client's core values*
- *Positioning the brand or company beyond defeat:*

What do we have that the consumer wants that the competition can't deliver?

- *Developing visionary ideas that make a difference: the creative expression of the ideas*
- *Communicating the ideas to the right people effectively and efficiently*
- *Measuring and continuously improving: full accountability*



“GSD&M does not comprehend the concept of losing. They do whatever it takes, day in and day out, to win for our company and our brand. They are giant builders and warriors and will simply outwork and outsmart the competition.”

— Herb Kelleher, Chairman, Southwest Airlines

Media Planning And Buying

Outsmarting vs. outspending

KNOW THYSELF AND THY CONSUMERS. GSD&M's Idea City media planners and buyers immerse themselves in the client's business from day one of an agency/client partnership. What might appear as a meaningless detail about services, products or people may uncover a nugget of truth that leads to a media opportunity that will generate big dividends. Media planners and buyers take great pride in understanding the client's business inside and out.

We routinely collaborate with external partners to develop specific consumer insights. Most recently we have been working with Neil Howe and William Strauss, authors of *Millennials Rising: The Next Great Generation*, and The Richard Florida Group, recognized authorities on the rise of the Creative Class. Our learning helps buyers and planners go beyond demographics to probe the mind-set of consumers who offer the most potential, as determined by relevant behavior, lifestyle, buying style and life segments. The bottom line: We identify a more actionable, business-focused target.

With that target in mind, we employ our INVOLVE model to help create a connection-planning framework and identify how consumers in a particular audience make product decisions and which communications channels have the most influence on the group's decision-making process. Media planners can then develop strategies and campaigns that reach and motivate the audience far more effectively and efficiently.

Collaboration leads to innovation. To succeed consistently, we must leverage the momentum of expanding digital channels and stay ahead of the ever-shifting media landscape. This requires well-established collaborative partnerships, both internal and external, built on mutual trust and respect. As an example, we recently featured John Beck, perhaps the world's leading expert on the gaming culture, and MIT's Convergence Culture consortium to launch Idea City's first Digital

America symposium to help us anticipate the online demands of tomorrow's participatory consumer culture. All this learning leads to exciting and innovative media plans that help build our clients' businesses.

Our media management system is a perfect illustration of "the genius of the AND" in action. We have developed a method that allows us to deliver greater media impact AND at a lower cost. This is what separates us from other media agencies.

Media services

- Strategic media planning and analysis
- Full-time emerging media staff
- Media research team with a library of comprehensive media research resources
- Analysis of opportunities across all consumer touchpoints
- National and local media buying (all media)
- Full service in-house direct response team
- Online planning and buying
- Idea generation
- Sponsorship and promotion development
- Traffic
- Postbuy analysis and reconciliation
- Auditing and reporting
- Competitive analysis and market reports
- Access to national and international industry-leading data and research resources

“GSD&M is truly an extension of the internal advertising group here at MasterCard. They understand our business completely. They are totally integrated in our work. They are smart, responsive, dedicated and loyal. GSD&M’s planning and buying groups are well-liked and respected by the media community, and MasterCard enjoys the benefits of that.”

— Caryl Hahn, Vice President, Media Services, MasterCard

Creative Philosophy

The Uninvited Guest

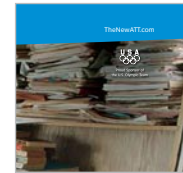
Advertising is an uninvited guest in people's homes, cars and some of the most private moments in their lives.

We need to intrigue them — captivate them with the way we look, the things we say.

We should entertain them — encourage them to laugh, or at least smile; to cry, or at least feel empathy; and sometimes, simply to think.

We must persuade them — convince them that what we have to offer is of genuine value from a company of values. Otherwise, it is unlikely we will be invited back.

Successful advertising becomes an invited guest — the first step toward every advertiser's ultimate goal: brand loyalty.



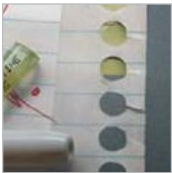
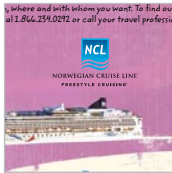


only fair to give you
fore shipping it off to

As an independent company, our
jomy allows us to follow through on
that other car companies might deem
portant. Such as inviting new BMW

new BMW a taste of
the land of speed lir

Europe on a seemingly boondoggly
trip to any of 20 drop-off points before
shipped to America. Other car comp
may think an idea like this is trivial





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Jasmine relies on AT&T's complete and secure network so she can have DSL high speed

Internet access to find more unique and exciting places to relax and unwind.




TheNewATT.com



USA
Proud Sponsor of
the U.S. Olympic Team

*The World According
To Taylor*
I eat hockey.
I sleep hockey.
I play hockey.
Then my Mom
makes me do my
homework.

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Taylor, future U.S. Olympic hopeful, relies on AT&T's complete and secure network so he can have DSL high speed Internet access to stay connected to the U.S. Olympic Team.

The new  **at&t**
Your world. Delivered.™


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USA
Proud Sponsor of
the U.S. Olympic Team

*The World According
to Roger*
Find your passion first,
job second

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Roger relies on the most complete and secure network from AT&T so he can have DSL high speed Internet access to search, download and discover new tunes.

The new  **at&t**
Your world. Delivered.™



“No.”

The ability to say no to compromise is a rare thing these days. Many companies would like to be able to say it, but so few have the autonomy to actually do it. As an independent company, BMW can say no. No, we will not compromise our ideas. No, we will not do it the way everyone else does it. No, we will not factor designs down to the lowest common denominator. No, we will not sell out to a parent company who will meddle in our affairs and ask us to subject our cars to mass market vanilla-ism.

Because we can say no to compromise, we can say yes to other things — such as building our vehicles with 50/50 weight distribution for superior handling and control, despite the fact that it costs more to build them that way. It's thousands of little things like this that separate BMW from other car companies. By maintaining our autonomy and ability to say no, we can make sure great ideas live on to become ultimate driving machines.

BMW 2006

bmwusa.com
1-800-334-4BMW




The Ultimate
Driving Machine

414 horsepower
0-60 in 4.8 seconds
Redlines at 8400 rpm

Introducing the all-new BMW M3. Proudly headlining this next chapter of the BMW M Story is the first-ever production 8-cylinder M3. It hits the streets strutting

414 horsepower, redlining at a never-before-experienced 8400 rpm. And with a curb weight of 3700 lbs., it also has the best power-to-weight ratio of any BMW M3 in its

21-year history. While this completely redesigned M3 had much to prove, it leaves the bar at a daunting height for any successor. DNA. Crafted at BMW M. 

BMW 2008
The all-new M3

bmwusa.com
1-800-334-4BMW



Sometimes history repeats itself.
Sometimes it gets lapped.

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BMW 2007
The X3 3.0si

bmwusa.com
1-800-334-4BMW



The Ultimate
Driving Machine

This is not an SUV.

SUVs tend to have poor manners.
They put their elbows on the table and
wipe their mouths with their sleeves.
They do not floss.

They are boxen.
Large beasts with huge egos and small brains,
their DNA is rife with mutation.
They are inclined toward top-heaviness.

They frequently laugh too loud
and ask people to feel their biceps.
They are full of cruft.
They are bloated and have seventeen cupholders.

If it weren't for bad style, they'd have no style at all.

This is not an SUV.



This is the new BMW X3 SAV.*

Lean as a sprinter, the near-perfect 50/50 weight distribution and advanced suspension of the X3 Sports Activity Vehicle give it the agility to maneuver quickly and safely as only a BMW can.

Peer in through the massive panoramic moonroof, and you'll find a new, impeccably redesigned interior. Combining power and grace, it's an idea whose time has come.

As I See It, #2 in a photographic series by Sanjay Kohari.

The earth is two-thirds water; it deserves a beautiful spout. The fluidly designed Symbol™ Tall faucet with Spun Glass™ Vessels lavatory.

1-800-4-KOHLER, ext. GU1
kohler.com/symbolfaucet



THE BOLD LOOK
OF **KOHLER.**

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AUX BELLES DE CANCALE

As I See It, #3 in a photographic series by Sacha Waldman.

The Vessels Chord™ and WaterCove™ lavatories. Shallow pools with Stillness™ faucets. We found our pearls.

1-800-4-KOHLER, ext. XXX
kohler.com/chord



THE BOLD LOOK
OF **KOHLER.**



As I See It, #2 in a photographic series by Sacha Waldman.
The surprisingly roomy Harborview Cast Iron Sink. Built to be ridden hard.
1-800-4-KOHLER
kohler.com

THE BOLD LOOK
OF **KOHLER**

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As I See It, #1 in a series by David LaChapelle.
The San Raphael™ Power Lite Toilet with an exceptionally quiet .2-hp. pump. Strong, silent and remarkably clean. No, you can't marry it.
1-800-4-KOHLER
kohler.com

THE BOLD LOOK
OF **KOHLER**

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WHY SOME PEOPLE THINK

VIRGINIA WOOLF

IS THE STATE'S OFFICIAL ANIMAL.

KIDS DON'T GET ENOUGH

ART THESE DAYS. Sort of explains why some might think Britain's most influential novelist is an East Coast predator. For the record, Virginia Woolf is not a fierce carnivorous mammal. Nor is she from Virginia.

Adeline Virginia Woolf was born in London in 1882. While her brothers attended

school, she was educated at home. Only when the boys brought friends home from Cambridge University was the famed Bloomsbury Group formed with Virginia as the cornerstone. Here she escaped the conventions of society to freely explore philosophy, religion and art. With this freedom, Virginia went on to create the modern novel. During the Post-Impressionist movement, Virginia was influenced to reject linear writing. Her most well-

known novel, *Mrs. Dalloway*, is a masterpiece in her "stream-of-consciousness" style. And still, more than three-quarters of a century after her death, she continues to inspire readers and writers around the world. Other than William Shakespeare, she is perhaps studied by more college students than any other author.

Art like Virginia Woolf's can transform lives. It pays off in more ways than you can imagine. In fact, the

more art kids get, the more knowledgeable they become in subjects like math and science. The end result is that your well-rounded kid will become a well-rounded adult. For the Ten Simple Ways you can help instill more art in kids' lives, please visit AmericansForTheArts.org.



One of the world's most influential writers.
Virginia Woolf. Novels writers, not Cami laptops.



Virginia Woolf wrote legendary neckrubs opposable thumbs.



Give your kids a chance to succeed. Up their daily dose of art.

ART. ASK FOR MORE.
AMERICANSFORTHEARTS.ORG

NAMM
Foundation

IMAGE COURTESY BY CLOUTIER-BRENNAN

Why Some People Think

Duke Ellington

Is a Member of the Royal Family.

KIDS DON'T GET ENOUGH

ART THESE DAYS. So you can see why some of them might accidentally confuse a jazz legend named Duke with royalty named duke. But it's finally time to set the record straight.

Edward Kennedy "Duke" Ellington didn't rule over a small English estate. Instead he reigned supreme over jazz institutions like The Cotton Club. He riffed



Royal dukes are squareville. They have no rhythm. And they wear crowns.

powerfully on the piano, but it was the full orchestra that he considered his most compelling instrument. He introduced improvisation to his compositions — a process unheard of using a 15 piece orchestra. The result was a different approach to jazz that sparked a revolution and an evolution. His music spread across the world with songs like "Sophisticated Lady," "In a



A piano player. A composer. An orchestra leader.
Duke Ellington reigned over a land called jazz.

Sentimental Mood," and "Take the 'A' Train." His historical concert in 1953 at the Newport Jazz Festival has entered the lexicon of legendary live performances. There is no doubt about it, Ellington's brand of jazz has contributed significantly to the American songbook and to the lives of anyone who has ever tapped their foot to a beat.

Jazz is art, you dig? Art can

really transform lives.

In fact, the more art kids get, the smarter they become in subjects like math and science. And the more likely they'll become well-rounded, cool members of society. For Ten Simple Ways to get more art in kids' lives, visit AmericansForTheArts.org.



Give your kids a chance to succeed. Up their daily dose of art.

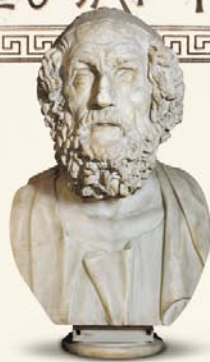
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IMAGE COURTESY BY CLOUTIER-BRENNAN

WHY SOME PEOPLE SAY "D'OH" WHEN YOU SAY "HOMER."

KIDS DON'T GET ENOUGH ART THESE DAYS. Not in their schools. Not in their communities. Which is why the only Homer some kids know is the one who can't write his own last name. The original Homer created epic poetry. Homer was a storyteller. A philosopher. And he's credited with writing the most important literary texts in Greek history. Just a thought: Maybe your kid should get to know him.



Homer was a man of philosophy, not all you can eat buffet.

the Greeks to be the highest cultural achievements of their people — the defining moment in their society. *The Iliad* and *The Odyssey* set Greek character in stone.

If these classic texts can get passed down all the way from the eighth century B.C., then surely we can pass them down to our kids today. Make sure your kids get their daily dose of art. Take them to a museum or the opera. The experience



Composing *The Iliad* didn't require an atomic reactor, but it did require art.

Greek gods. Achilles' heel. Trojan horse. All of these icons are brought to us by one very ancient dude — Homer. In *The Iliad* and in its sequel, *The Odyssey*, he presented Greek mythology in everyday language. In over 25,000 lines of lilting verse, Homer describes bravery, violence and lust in ancient Greece.

These Homeric works don't just weave a tale of Greek and Trojan warfare; they are considered by

will for sure do more than entertain them. It'll build their capacity to learn more. In fact, the more art kids get, the smarter they become in subjects like math and science. And that's enough reason to make a parent say, "Doh!" For Ten Simple Ways to instill more art in your kids' lives, visit AmericansForTheArts.org.



Give your kid a chance to succeed. Up their daily dose of art.

ART. ASK FOR MORE.
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IMAGE PROVIDED BY © JAMES GARDNER/ISTOCKPHOTO.COM

Why some people think Walt Whitman makes chocolate candy.

KIDS DON'T GET ENOUGH ART THESE DAYS. So it's no wonder that some of them mistake America's most revolutionary poet for a box of chocolates.

The son of a Quaker carpenter, Walt Whitman grew up with an affinity for nature. This, along with his love for New York City, inspired him to write a truly original kind of poetry, the likes of



Whitman satisfied his sweet tooth with rich, wave-like verse. Every kid should make poetry a part of his diet.

reinvented *Leaves of Grass*, expanding and editing it in an effort to publish his quintessential collection. In essence, *Leaves of Grass* was Walt Whitman changed poetry. His life's work was ahead of its time. And though he lived long before the Summer of Love, he was the original beatnik — an inspiring example for writers like Ginsberg and Kerouac.



Too much of Whitman's art won't give you a stomachache.

which America had never seen. His collection of poems became known as *Leaves of Grass*. Due to its hedonistic, sensual, even narcissistic subject matter, the poems were often banned. This guy pushed the envelope all right, before most folks even knew there was an envelope to push.

Throughout his career, Whitman rewrote and

Whitman can influence your child, too. That's what art does. In fact, the more art kids get, the smarter they become in subjects like math and science. So they become more well-rounded adults.

For Ten Simple Ways to get more art in kids' lives, visit AmericansForTheArts.org.



Give your kid a chance to succeed. Up their daily dose of art.

Art. Ask for More.
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Your vacation is just a click away.
Book at swavacations.com and you can get it all, from air, hotel, and car reservations to show tickets and attraction passes.

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