

'CULTURE IS LIKE AN ICEBERG'

When Omnicom Group vice chairman Tim Love started working in Manhattan in the 1970s, he recognized the need to increase diversity in the advertising industry. He co-founded and became the first chair of the 4A's Minority Advertising Internship program, which is still going strong after 37 years. "I told everyone I was a minority because I came from Cleveland," he recalls. "Today, I'm just as strong a believer in diversity. You have to see it as a strategic priority for your business and your life."

As CEO of Omnicom's APIMA (Asia Pacific India Middle East Africa) region, Love focuses on themes that help shape consumer behavior. "Culture is like an iceberg," he says. "You have to look beyond color, race and languages because there's a lot more below the surface that you can't see."

Love has helped brands grow global market share by paying attention to local beliefs. In launching Procter & Gamble's "Always" feminine hygiene product, Love was able to break through traditional taboos in some nations. He also turned British Knights sneakers into bestsellers by harnessing the pull of rap star Kool Moe Dee. After 9/11, Love took part in a U.S. State Department briefing on how to counter anti-American feelings around the world.

These days, advertisers have to listen harder than ever, Love says. "You can't just walk in the door and tell a consumer what to do," he says. "But if you demonstrate that you care about that person, you may be able to unlock that door and gain a greater understanding of

those cultural dynamics."