





06 NEED TO KNOW

The most innovative marketing

We showcase the best campaigns and explore trends including how brands are championing their customers, influencing purchase decisions and using shock tactics to change attitudes.

36 CASE STUDY / LINE

Homescreen heroes

In just four years, messaging app Line has accumulated almost 200 million users and earned itself a multibillion-dollar valuation. Patrick Jeffrey assesses the story so far and looks into the platform's impending plans for world domination.

64 FEATURE

Cannes contenders

The lowdown on the creative work in line for a Lion and the campaigns last year's winners are championing. By Lucy Aitken.

88 SECTOR FOCUS / HOTELS

Greater expectations

In the competition for five-star feedback, Dan Southern asks if hotel groups can evolve as quickly as their customers' expectations.

20 PRIMER

Xiaomi / Mobile magpie

Everything brands can learn from the world's most valuable startup: from shrewd pricing policies and forward-thinking retail operations to how it inspires passion in its fans.

48 SMALL BUT PERFECTLY FORMED

Little brands, big thinkers

The startups and companies that have impressed this quarter. Those punching above their weight include Slack, Dolfi and Confide.

70 THERE WILL BE HATERS

Contagious thinking

Online hate is rising, and it's time for the ad industry to reset cultural norms by taking a stance against bullies, says Alex Jenkins.

96 IN THE FIELD

Karen Nelson-Field

Chloe Markowicz speaks to Dr Karen Nelson-Field about why viral videos don't work the way you'd think and the classic mistakes that brands make when it comes to online content.

24 WILDFIRE / INTERVIEW

Dr Erin Marie Saltman

Chloe Markowicz speaks to Dr Saltman of the Institute for Strategic Dialogue about how the London-based think tank is working with creatives and tech giants to counter violent extremism.

56 FEATURE

Measuring like for like

Lucy Aitken digs into #IPASocialWorks, an industry initiative shedding light on social media's effectiveness and its uses for brands beyond advertising.

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Hammer time

A combination of in-store, social, visual culture and mobile innovations is helping the world's second-largest home retailer crack the future of customer experience. By Nick Parish.

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The brands, companies, people and agencies showcased in this issue of *Contagious*.

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Design, technology and virtue

Get inspired by the future of cooking, evolution of virtual reality, next generation of payments and developments in advanced haptics (plus a robotic bear).

58 INSIDER IDEAS

Lion taming

Chris Barth looks at the campaigns that take home trophies at Cannes Lions Festival of Creativity to figure out what makes juries pay attention in the belly of the beast.

84 UP AT NIGHT / INTERVIEW

Sergio Valente, Globo

With more than 98% penetration in Brazil, what could be troubling Sergio Valente, head of comms at Globo, the world's second-largest television network? Answer: the sun.

