

## **Appendix A: System Walkthrough Reference Materials**

## APPENDIX A: SYSTEM WALKTHROUGH REFERENCE MATERIALS

### WALKTHROUGH ARTICLE<sup>1</sup>

<DOC>  
<DOCID> wsj94\_026.0231 </DOCID>  
<DOCNO> 940224-0133. </DOCNO>  
<HL> Marketing & Media -- Advertising:  
@ John Dooner Will Succeed James  
@ At Helm of McCann-Erickson  
@ ----  
@ By Kevin Goldman </HL>  
<DD> 02/24/94 </DD>  
<SO> WALL STREET JOURNAL (J), PAGE B8 </SO>  
<CO> IPG K </CO>  
<IN> ADVERTISING (ADV), ALL ENTERTAINMENT & LEISURE (ENT),  
FOOD PRODUCTS (FOD), FOOD PRODUCERS, EXCLUDING FISHING (OFP),  
RECREATIONAL PRODUCTS & SERVICES (REC), TOYS (TMF) </IN>  
<TXT>  
<p>  
One of the many differences between Robert L. James, chairman and chief executive officer of McCann-Erickson, and John J. Dooner Jr., the agency's president and chief operating officer, is quite telling: Mr. James enjoys sailboating, while Mr. Dooner owns a powerboat.  
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<p>  
Now, Mr. James is preparing to sail into the sunset, and Mr. Dooner is poised to rev up the engines to guide Interpublic Group's McCann-Erickson into the 21st century. Yesterday, McCann made official what had been widely anticipated: Mr. James, 57 years old, is stepping down as chief executive officer on July 1 and will retire as chairman at the end of the year. He will be succeeded by Mr. Dooner, 45.  
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<p>  
It promises to be a smooth process, which is unusual given the volatile atmosphere of the advertising business. But Mr. Dooner has a big challenge that will be his top priority. "I'm going to focus on strengthening the creative work," he says. "There is room to grow. We can make further improvements in terms of the perception of our creative work."  
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<p>  
Even Alan Gottesman, an analyst with PaineWebber, who believes McCann is filled with "vitality" and is in "great shape," says that from a creative standpoint, "You wouldn't pay to see their reel" of commercials.  
</p>  
<p>  
While McCann's world-wide billings rose 12% to \$6.4 billion last

1. This article reprinted with permission from Dow Jones.

year from \$5.7 billion in 1992, the agency still is dogged by the loss of the key creative assignment for the prestigious Coca-Cola Classic account. "I would be less than honest to say I'm not disappointed not to be able to claim creative leadership for Coke," Mr. Dooner says.

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<p>

McCann still handles promotions and media buying for Coke. But the bragging rights to Coke's ubiquitous advertising belongs to Creative Artists Agency, the big Hollywood talent agency. "We are striving to have a strong renewed creative partnership with Coca-Cola," Mr. Dooner says. However, odds of that happening are slim since word from Coke headquarters in Atlanta is that CAA and other ad agencies, such as Fallon McElligott, will continue to handle Coke advertising.

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<p>

Mr. Dooner, who recently lost 60 pounds over three-and-a-half months, says now that he has "reinvented" himself, he wants to do the same for the agency. For Mr. Dooner, it means maintaining his running and exercise schedule, and for the agency, it means developing more global campaigns that nonetheless reflect local cultures. One McCann account, "I Can't Believe It's Not Butter," a butter substitute, is in 11 countries, for example.

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<p>

McCann has initiated a new so-called global collaborative system, composed of world-wide account directors paired with creative partners. In addition, Peter Kim was hired from WPP Group's J. Walter Thompson last September as vice chairman, chief strategy officer, world-wide.

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<p>

Mr. Dooner doesn't see a creative malaise permeating the agency. He points to several campaigns with pride, including the Taster's Choice commercials that are like a running soap opera. "It's a \$19 million campaign with the recognition of a \$200 million campaign," he says of the commercials that feature a couple that must hold a record for the length of time dating before kissing.

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<p>

Even so, Mr. Dooner is on the prowl for more creative talent and is interested in acquiring a hot agency. He says he would like to finalize an acquisition "yesterday. I'm not known for patience."

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<p>

Mr. Dooner met with Martin Puris, president and chief executive officer of Ammirati & Puris, about McCann's acquiring the agency with billings of \$400 million, but nothing has materialized. "There is no question," says Mr. Dooner, "that we are looking for quality acquisitions and Ammirati & Puris is a quality operation. There are some people and entire agencies that I would love to see be part of the McCann family." Mr. Dooner declines to identify possible acquisitions.

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<p>

Mr. Dooner is just gearing up for the headaches of running one of the largest world-wide agencies. (There are no immediate plans to replace Mr. Dooner as president; Mr. James operated as chairman, chief executive officer and president for a period of time.) Mr. James is filled with thoughts of enjoying his three hobbies: sailing, skiing and hunting.

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<p>

Asked why he would choose to voluntarily exit while he still is so young, Mr. James says it is time to be a tad selfish about how he spends his days. Mr. James, who has a reputation as an extraordinarily tough taskmaster, says that because he "had a great time" in advertising, "he doesn't want to "talk about the disappointments." In fact, when he is asked his opinion of the new batch of Coke ads from CAA, Mr. James places his hands over his mouth. He shrugs. He doesn't utter a word. He has, he says, fond memories of working with Coke executives. "Coke has given us great highs," says Mr. James, sitting in his plush office, filled with photographs of sailing as well as huge models of, among other things, a Dutch tugboat.

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<p>

He says he feels a "great sense of accomplishment." In 36 countries, McCann is ranked in the top three; in 75 countries, it is in the top 10.

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<p>

Soon, Mr. James will be able to compete in as many sailing races as he chooses. And concentrate on his duties as rear commodore at the New York Yacht Club.

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<p>

Maybe he'll even leave something from his office for Mr. Dooner. Perhaps a framed page from the New York Times, dated Dec. 8, 1987, showing a year-end chart of the stock market crash earlier that year. Mr. James says he framed it and kept it by his desk as a "personal reminder. It can all be gone like that."

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</TXT>

</DOC>

**NAMED ENTITY TASK: TAGGED  
STRINGS IN ANSWER KEY FOR  
WALKTHROUGH ARTICLE**

ENAMEX: ORGANIZATION

McCann-Erickson  
McCann-Erickson  
Interpublic Group  
McCann-Erickson  
McCann  
PaineWebber  
McCann  
McCann  
Coke (STATUS="OPT")  
McCann  
Coke  
Coke (STATUS="OPT")  
Creative Artists Agency  
Coca-Cola  
Coke  
CAA  
Fallon McElligott  
Coke  
McCann  
McCann  
WPP Group  
J. Walter Thompson  
Ammirati & Puris  
McCann  
Ammirati & Puris  
McCann  
Coke (STATUS="OPT")  
CAA  
Coke  
Coke  
McCann  
New York Yacht Club

ENAMEX: PERSON

John Dooner  
James  
Kevin Goldman  
Robert L. James  
John J. Dooner Jr.  
James  
Dooner  
James  
Dooner  
James  
Dooner  
Dooner  
Alan Gottesman  
Dooner

Dooner  
Dooner  
Dooner  
Peter Kim  
Dooner  
Dooner  
Dooner  
Martin Puris  
Dooner  
Dooner  
Dooner  
Dooner  
James  
James  
James  
James  
James  
James  
James  
Dooner  
James

ORGANIZATION: LOCATION

Hollywood  
Atlanta

TIMEX: DATE

02/24/94  
the 21st century  
July 1  
1992  
September  
Dec. 8, 1987

NUMEX: MONEY

\$6.4 billion  
\$5.7 billion  
\$19 million  
\$200 million  
\$400 million

NUMEX: PERCENT

12%

**COREFERENCE TASK: TAGGED  
STRINGS IN ANSWER KEY FOR  
WALKTHROUGH ARTICLE**

**KEY CLASS 1:**

JAMES  
CHAIRMAN (status: OPT)  
CHIEF EXECUTIVE OFFICER OF MCCANN-  
ERICKSON (min: OFFICER) (status: OPT)  
ROBERT L. JAMES, CHAIRMAN AND CHIEF  
EXECUTIVE OFFICER OF  
MCCANN-ERICKSON, (min: ROBERT L. JAMES)  
MR. JAMES (min: JAMES)  
MR. JAMES (min: JAMES)  
CHIEF EXECUTIVE OFFICER (min: OFFICER)  
(status: OPT)  
CHAIRMAN (status: OPT)  
MR. JAMES, 57 YEARS OLD, (min: JAMES)  
HE  
CHAIRMAN (status: OPT)  
CHIEF EXECUTIVE OFFICER (min: OFFICER)  
(status: OPT)  
PRESIDENT (status: OPT)  
MR. JAMES (min: JAMES)  
MR. JAMES (min: JAMES)  
HIS  
HE  
HE  
MR. JAMES (min: JAMES)  
HE  
HIS  
MR. JAMES, WHO HAS A REPUTATION AS AN  
EXTRAORDINARILY TOUGH TASKMASTER, (min:  
JAMES)  
HE  
HE  
HE  
HIS  
MR. JAMES (min: JAMES)  
HIS  
HIS  
HE  
HE  
HE  
HE  
MR. JAMES, SITTING IN HIS PLUSH  
OFFICE, FILLED WITH PHOTOGRAPHS OF  
SAILING AS WELL AS HUGE MODELS OF, AMONG  
OTHER THINGS, A DUTCH TUGBOAT (min:  
JAMES)  
HIS  
HE  
HE  
MR. JAMES (min: JAMES)  
HE  
REAR COMMODORE AT THE NEW YORK YACHT  
CLUB (min: COMMODORE) (status: OPT)  
HIS

HE  
HIS  
MR. JAMES (min: JAMES)  
HE  
HIS

**KEY CLASS 2:**

A FRAMED PAGE FROM THE NEW YORK TIMES,  
DATED DEC. 8, 1987, SHOWING A YEAR-END  
CHART OF THE STOCK MARKET CRASH EARLIER  
THAT YEAR (min: PAGE)  
IT (status: OPT)  
IT

**KEY CLASS 3:**

JOHN DOONER  
THE AGENCY'S PRESIDENT (min:  
PRESIDENT) (status: OPT)  
CHIEF OPERATING OFFICER (min: OFFICER)  
(status: OPT)  
JOHN J. DOONER JR., THE AGENCY'S  
PRESIDENT AND CHIEF OPERATING OFFICER,  
(min: JOHN J. DOONER JR.)  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)  
MR. DOONER, 45 (min: DOONER)  
MR. DOONER (min: DOONER)  
HIS  
I  
HE  
I  
I  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)  
MR. DOONER, WHO RECENTLY LOST 60  
POUNDS OVER THREE-AND-A-HALF MONTHS,  
(min: DOONER)  
HE  
HIMSELF  
HE  
MR. DOONER (min: DOONER)  
HIS  
MR. DOONER (min: DOONER)  
HE  
HE  
MR. DOONER (min: DOONER)  
HE  
HE  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)  
I  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)  
I  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)  
PRESIDENT (status: OPT)  
MR. DOONER (min: DOONER)  
MR. DOONER (min: DOONER)

**KEY CLASS 4:**

HIS PLUSH OFFICE, FILLED WITH  
PHOTOGRAPHS OF SAILING AS WELL AS HUGE  
MODELS OF, AMONG OTHER THINGS, A DUTCH  
TUGBOAT (min: OFFICE)

HIS OFFICE (min: OFFICE)

**KEY CLASS 5:**

SAILBOATING  
SAILING  
SAILING  
SAILING

**KEY CLASS 6:**

MCCANN-ERICKSON  
THE AGENCY  
MCCANN-ERICKSON  
INTERPUBLIC GROUP'S MCCANN-ERICKSON  
(min: MCCANN-ERICKSON)  
MCCANN  
WE  
OUR  
MCCANN  
THEIR  
MCCANN  
THE AGENCY  
MCCANN  
WE  
THE AGENCY  
THE AGENCY  
MCCANN  
MCCANN  
THE AGENCY  
MCCANN  
WE  
ONE OF THE LARGEST WORLD-WIDE AGENCIES  
(min: ONE) (status: OPT)  
THE MCCANN FAMILY (min: FAMILY)  
US  
MCCANN  
IT

**KEY CLASS 7:**

COKE  
COKE  
COKE  
COCA-COLA  
COKE  
COKE  
COKE  
COKE  
COKE

**KEY CLASS 8:**

CREATIVE ARTISTS AGENCY, THE BIG  
HOLLYWOOD TALENT AGENCY (min: CREATIVE  
ARTISTS AGENCY)  
THE BIG HOLLYWOOD TALENT AGENCY (min:  
AGENCY)

CAA  
CAA

**KEY CLASS 9:**

AMMIRATI & PURIS  
THE AGENCY WITH BILLINGS OF \$400  
MILLION (min: AGENCY)  
AMMIRATI & PURIS

**KEY CLASS 10:**

PRESIDENT (status: OPT)  
MARTIN PURIS, PRESIDENT AND CHIEF  
EXECUTIVE OFFICER OF AMMIRATI & PURIS,  
(min: MARTIN PURIS)  
CHIEF EXECUTIVE OFFICER (min: OFFICER)

**KEY CLASS 11:**

IT (status: OPT)  
THE TASTER'S CHOICE COMMERCIALS THAT  
ARE LIKE A RUNNING SOAP OPERA (min:  
COMMERCIALS)  
THE COMMERCIALS THAT FEATURE A COUPLE  
THAT MUST HOLD A RECORD FOR THE LENGTH  
OF TIME DATING BEFORE KISSING (min:  
COMMERCIALS)

**KEY CLASS 12:**

PETER KIM  
VICE CHAIRMAN, CHIEF STRATEGY OFFICER,  
WORLD-WIDE (min: CHAIRMAN) (status: OPT)

**KEY CLASS 13:**

COKE'S UBIQUITOUS ADVERTISING (min:  
ADVERTISING)  
COKE ADVERTISING (min: ADVERTISING)

**KEY CLASS 14:**

ADVERTISING  
THE ADVERTISING BUSINESS (status: OPT  
(min: BUSINESS))  
ADVERTISING

**KEY CLASS 15:**

OUR CREATIVE WORK (min: WORK)  
THE CREATIVE WORK (min: WORK)

**TEMPLATE ELEMENT ANSWER KEY FOR WALKTHROUGH ARTICLE**

<ORGANIZATION-9402240133-1> :=  
 ORG\_NAME: "McCann-Erickson"  
 ORG\_ALIAS: "McCann"  
 ORG\_DESCRIPTOR: "one of the largest world-wide agencies"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-2> :=  
 ORG\_NAME: "Interpublic Group"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-3> :=  
 ORG\_NAME: "PaineWebber"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-4> :=  
 ORG\_NAME: "Creative Artists Agency"  
 ORG\_ALIAS: "CAA"  
 ORG\_DESCRIPTOR: "the big Hollywood talent agency"  
 ORG\_TYPE: COMPANY  
 ORG\_LOCALE: Hollywood CITY  
 ORG\_COUNTRY: United States

<ORGANIZATION-9402240133-5> :=  
 ORG\_NAME: "Coca-Cola"  
 ORG\_ALIAS: "Coke"  
 ORG\_TYPE: COMPANY  
 ORG\_LOCALE: Atlanta CITY  
 ORG\_COUNTRY: United States

<ORGANIZATION-9402240133-6> :=  
 ORG\_NAME: "Fallon McElligott"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-7> :=  
 ORG\_NAME: "WPP Group"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-8> :=  
 ORG\_NAME: "J. Walter Thompson"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-9> :=  
 ORG\_NAME: "Ammirati & Puris"  
 ORG\_DESCRIPTOR: "the agency with billings of \$400 million"  
 / "a quality operation"  
 ORG\_TYPE: COMPANY

<ORGANIZATION-9402240133-10> :=  
 ORG\_NAME: "New York Yacht Club"  
 ORG\_TYPE: OTHER

<PERSON-9402240133-1> :=  
 PER\_NAME: "John J. Dooner Jr."  
 PER\_ALIAS: "John Dooner"  
 "Dooner"  
 PER\_TITLE: "Mr."

<PERSON-9402240133-2> :=  
 PER\_NAME: "Robert L. James"  
 PER\_ALIAS: "James"  
 PER\_TITLE: "Mr."

<PERSON-9402240133-3> :=  
 PER\_NAME: "Kevin Goldman"

<PERSON-9402240133-4> :=  
 PER\_NAME: "Alan Gottesman"

<PERSON-9402240133-5> :=  
 PER\_NAME: "Peter Kim"

<PERSON-9402240133-6> :=  
 PER\_NAME: "Martin Puris"

**SCENARIO TEMPLATE ANSWER KEY  
FOR WALKTHROUGH ARTICLE**

```

<TEMPLATE-9402240133-1> :=
  DOC_NR: "9402240133"
  CONTENT: <SUCCESSION_EVENT-9402240133-1>
           <SUCCESSION_EVENT-9402240133-2>
           <SUCCESSION_EVENT-9402240133-3>
<SUCCESSION_EVENT-9402240133-1> :=
  SUCCESSION_ORG: <ORGANIZATION-9402240133-1>
  POST: "chief executive officer"
  IN_AND_OUT: <IN_AND_OUT-9402240133-1>
              <IN_AND_OUT-9402240133-2>
  VACANCY_REASON: DEPART_WORKFORCE
  COMMENT: "James out, Dooner in as CEO of
McCann"
           / "It's clear he's retiring from
this post, though it doesn't say so directly"
           / "This event could be collapsed
with SUCCESSION_EVENT-2"
<SUCCESSION_EVENT-9402240133-2> :=
  SUCCESSION_ORG: <ORGANIZATION-9402240133-1>
  POST: "chairman"
  IN_AND_OUT: <IN_AND_OUT-9402240133-3>
              <IN_AND_OUT-9402240133-4>
  VACANCY_REASON: DEPART_WORKFORCE
  COMMENT: "James out, Dooner in as chmn at
McCann"
<SUCCESSION_EVENT-9402240133-3> :=
  SUCCESSION_ORG: <ORGANIZATION-9402240133-1>
  POST: "vice chairman, chief strategy
officer, world-wide"
  IN_AND_OUT: <IN_AND_OUT-9402240133-5>
  VACANCY_REASON: OTH_UNK
  COMMENT: "Kim in as vice chmn... at McCann"
<IN_AND_OUT-9402240133-1> :=
  IO_PERSON: <PERSON-9402240133-2>
  NEW_STATUS: OUT
  ON_THE_JOB: YES
  COMMENT: "James out as CEO"
           / "He steps down 'on July 1'"
<IN_AND_OUT-9402240133-2> :=
  IO_PERSON: <PERSON-9402240133-1>
  NEW_STATUS: IN
  ON_THE_JOB: NO
  OTHER_ORG: <ORGANIZATION-9402240133-1>
  REL_OTHER_ORG: SAME_ORG
  COMMENT: "Dooner in as CEO -- he comes
from same org"
<IN_AND_OUT-9402240133-3> :=
  IO_PERSON: <PERSON-9402240133-2>
  NEW_STATUS: OUT
  ON_THE_JOB: YES
  COMMENT: "James out as chmn"
           / "This object is identical to
IN_AND_OUT-1"
           / "He will retire 'at the end of
the year'"
<IN_AND_OUT-9402240133-4> :=
  IO_PERSON: <PERSON-9402240133-1>
  NEW_STATUS: IN
  ON_THE_JOB: NO
  OTHER_ORG: <ORGANIZATION-9402240133-1>
  REL_OTHER_ORG: SAME_ORG
  COMMENT: "Dooner in as chmn -- comes from
same org"
           / "This object is identical to
IN_AND_OUT-2"
<IN_AND_OUT-9402240133-5> :=
  IO_PERSON: <PERSON-9402240133-5>
  NEW_STATUS: IN
  ON_THE_JOB: YES
  OTHER_ORG: <ORGANIZATION-9402240133-8>
  REL_OTHER_ORG: OUTSIDE_ORG
  COMMENT: "Kim in -- came from different
org (his position there is not mentioned)"
           / "It's clear he's on the job,
since he was hired some months earlier"
<ORGANIZATION-9402240133-1> :=
  ORG_NAME: "McCann-Erickson"
  ORG_ALIAS: "McCann"
  ORG_DESCRIPTOR: "one of the largest world-
wide agencies"
  ORG_TYPE: COMPANY
<ORGANIZATION-9402240133-8> :=
  ORG_NAME: "J. Walter Thompson"
  ORG_TYPE: COMPANY
<PERSON-9402240133-1> :=
  PER_NAME: "John J. Dooner Jr."
  PER_ALIAS: "John Dooner"
              "Dooner"
  PER_TITLE: "Mr."
<PERSON-9402240133-2> :=
  PER_NAME: "Robert L. James"
  PER_ALIAS: "James"
  PER_TITLE: "Mr."
<PERSON-9402240133-5> :=
  PER_NAME: "Peter Kim"

```