

HAVAS *Café*

# CELEBRATING CREATIVITY & CONVERGENCE

CANNES LIONS 2024



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# HAVAS converged



*Yannick Bolloré, Chairman and CEO, Havas; Donna Murphy, Global CEO, Havas Creative Network and Havas Health Network; Peter Mears, Global CEO, Havas Media Network and Chairman, Havas North America Village*

Each year, Cannes Lions offers the opportunity to come together and celebrate creativity from across the world. It's also a moment to reflect on the dedication of our global teams, connect with our clients and partners and gather as an industry to discuss our future evolution and the trends shaping it.

To that end, there couldn't have been a more fitting moment to share our new corporate strategy and operating model, Converged, with the world. Through the confluence of talent, technology, creativity, and innovation we are delivering an even more integrated and cross-functional experience for our people and clients alike.

We also celebrated Havas' own Jacques Séguéla who was honored with the Lion of St. Mark award in recognition of his 60+ year career in advertising.

Please read on to learn more about highlights from the festival and gain perspective from our Cannes Lions Jurors and strategists about the key themes and trends they observed this year.

Thank you to everyone on the ground and back home who helped make Cannes Lions 2024 a week of inspiration and connection.

### **Yannick, Donna & Peter**



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# WINNING WORK

### HAVAS TOOK HOME 25 LIONS ACROSS 12 CATEGORIES

**3**  
GOLD



**The Unnoticeable Whopper** Buzzman / Burger King France – Media



**The Big Shake Up** Havas Germany / Aktion Deutschland Hilft – Media



**Windows** Uncommon / British Airways – Outdoor

**10**  
SILVER



**Super** BETC Paris / Canal+ – Film



**The Big Shake Up** Havas Germany / Aktion Deutschland Hilft – Media



**Airquity** Havas Lynx UK / Earswitch / Airquity – Innovation / Pharma



**The Name Confusion** Havas Republica / ALMA - Media



**Windows** Uncommon / British Airways – Outdoor x2 / Industry Craft



**A Life In Sound** Uncommon / Sirius XM – Film Craft



**Sing To Remember** VML & PR Pundit Havas Red / Coca-Cola - PR

**12**  
BRONZE



**Dr. Rick** Arnold Boston / Progressive Insurance – Film



**Et le Buuuuud** BETC Paris / Budweiser – Outdoor / Outdoor Media



**Rob It To Get It** BETC Paris / Distance - Direct



**The Gender Discount** BETC Havas Brazil / Santander Bank - PR



**Reprinting Nica** Havas Costa Rica & BETC/Havas / La Prensa Newspaper – Print



**Malekus The last 600** Havas Costa Rica & BETC/Havas / Rainforest Lab - Social



**Delivery Safe** Havas Paris / KFC France – Outdoor / Brand Experience



**The Unique Billboard** Havas Paris / KFC France – Outdoor



**Domino's Heatsuit** One Green Bean / Domino's - PR



**A Life In Sound** Uncommon / Sirius XM – Film Craft





# HONORING AN INDUSTRY ICON

## Celebrating Jacques Séguéla, Lion of St. Mark Winner

Congratulations to our agencies across the world on their recognition, and a special shout out to Havas' former co-vice-chairman and chief creative officer Jacques Séguéla on being recognized with the Lion of St. Mark Award.

This lifetime tribute award pays honor to Jacques' 60+ year career that has yielded some of France's most iconic campaigns. Jacques spoke on stage in the Lion of St. Mark seminar where he shared stories from his illustrious career and reflected on the continued need for creative, idea driven campaigns.

*"Our industry changes every decade, but one thing never changes. Advertising is, has been, and always will be about having an idea. Money does not have ideas. Only ideas make money."*

-- Jacques Séguéla



OUR WINNING WORK

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# INSIDE THE JURY ROOM



### Jarell Thompson

Vice President Gaming,  
Havas Play USA  
Entertainment Lions For Gaming

"We saw campaigns that used gaming as a teaching tool, to send messages for social good, and to drive cross-generational engagement. Gaming is transcending being a hobby, and as we look ahead towards 2025, I expect many brands will be embracing this discipline as a pillar of pop culture."



### Ana Roma Torres

Managing and Creative  
Partner, Havas Play Portugal  
Entertainment Lions For Sport

"The fan is the focus for every idea. Agencies are tapping into the culture surrounding sports for a locally relevant approach that takes into account tradition and the role that sports play in the lives of people across the world."



### Jane Motz Hayes

Chief Creative and Design  
Officer, Havas Health CX USA  
Pharma

"The breadth of work awarded represents a wide range of global inclusivity, from providing equitable access to life saving diagnostic testing to providing mobility for patients and closing a gender gap in women's health. Inclusivity enriches creative thinking, and creative work, in turn, can enhance inclusivity."



### Andrew Barnes-Jones

Global Creative Director,  
Ledger Bennett  
Creative B2B

"It was clear in the jury room that there is a need to assess hard numbers, such as sales. While impressions, brand trust, and promised intentions were common, the campaigns that impressed were those that could truly measure the creative effect on businesses."



### Karim Naceur

Global Head of TV Production, BETC  
*Film Craft*

"The conversation in the jury room was passionate, with so many exemplary campaigns to choose from. Our perspective was that the best TV commercials are universal in their appeal, and we selected the Grand Prix based on that criteria."



### Kat Thomas

Founder & Global Executive Creative Director, One Green Bean  
*Jury President PR*

"The campaigns we saw proved that purpose-led campaigns can be both meaningful and joyful. There was a notable uptick in work that is uplifting, positive, and even humorous compared to fear mongering or tearjerking campaigns."



### Nathalie Hasson

Head of Audio Narrative, HRCLS  
*Radio & Audio*

"Humor was a swaying factor in this year's awards, with three out of the four gold-awarded campaigns having an element of comedy. Execution continues to be a deciding factor, with the best work successfully translating a great script into a campaign where audio was employed creatively."



### Elias Reinheimer

Chief Creative Officer, Havas Play Netherlands  
*Media*

"There was a remarkable shift in brands looking at their consumers in mass to considering their audience as fans and communities. Media is returning to being a creative craft, with ideas and creativity informing creative media planning."



# HAVAS' TOP TEN TRENDS







1

## Listening as a Superpower

Winning brands are listening to their customers and turning that discourse into action at scale. Winning work such as Specsaver's The Misheard Version, Thanks For Coke Creating, and It Has To Be Heinz shows that forward-looking brands are turning to their audience for the brief.

2

## Simplicity is Back

With fierce competition for consumer attention, the most effective campaigns broke through with eye-catching visuals that told big stories through simple yet emotionally enriching images. This approach was highlighted in Windows by Uncommon for British Airways, reversing the camera to show a customer's emotion as they looked onto their destination.

3

## AI: Authentic vs. Synthetic

We've gone from AI as a promise to AI as a tool, as captured by Microsoft's activation line: "AI isn't creative, you are." Responsibility was the conversation, revealing an industry wrestling with the line between human-made, authentic brand experiences and synthetic, AI-driven content.

4

## Data-led Creativity: The New Craft

The Croisette was dominated again by technology and platform brands, but this year the story had evolved. Martech is real and increasingly proving its case for efficiency and efficacy. Wins such as Mastercard's Grand Prix show that data fueled creativity is now an essential part of a creative idea.

5

## Unpacking the Ozempic revolution

The impact of GLP-1 goes further and wider than anyone could have expected, as less hungry, less impulsive, and increasingly image-conscious consumers drive new consumption habits. As this new class of weight loss drugs become more and more accessible, everything from pharmaceuticals to retail, food, travel, fitness and more will be impacted.



**Eric Weisberg**

Global Chief  
Creative Officer  
Havas Health Network



**Joanna  
Lawrence**

Global Chief  
Strategy Officer  
Havas Media Network



**Mark Sinnock**

Global Chief  
Strategy, Data, and  
Innovation Officer  
Havas Creative Network

HAVAS

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6

## Olympics, Women's Sports & the Moment of Cultural Connection

With women's sports representing a third of all the Entertainment for Sports Lions medals, there was a collective positivity about the power sports have as a brand platform to promote inclusivity. As we look towards the future, PepsiCo's Mark Kirkham had a prescient reminder that the time is approaching to stop separating women and men's sports and support 'One Game'.

7

## New Era of Creative Commerce

The fun was brought back to shopping at Cannes. Campaigns such as Mercado Libre's Handshake Hunt, Door Dash's All the Ads, and Samsung's Throwback Deals showed that entertaining, creative ideas drive significant sales. With Lions embracing the role of creators in marketing, it's clear a new era of creative commerce is unfolding.

8

## Seeing the Unseen, Saying the Unsaid

This year at Cannes, praise was rightfully given to campaigns that went beyond representation to make a tangible difference to communities that have been overlooked by brands and media alike. Standout work included Unilever's body lotion made for and with transgender women.

9

## Make Acts, Not Ads

When it comes to supporting social causes, consumers want brands that act, not just talk. Cannes jurors awarded campaigns that went beyond lip service, recognizing brands that used technology, live activations, and content to build brand affinity. Standout work included UN Women NL and DEGIRO's Pink Chip, which created the world's first index tracking the financial performance of women-led companies.

10

## B2B Demands Creative Attention

B2B is evolving fast and finally commanding the creative attention it deserves. JCDcaux's captivating Meet Marina Prieto campaign showed that empathy and emotion are not only reserved for B2C stories.

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# THE CONVERGENCE OF INSIGHT

HAVAS PERSPECTIVES FROM ACROSS  
THE FESTIVAL





### Seize the Moment: Unleashing America's Full Potential Through Diverse Consumers

The Havas Café kicked off with a session exploring the impact of US Hispanics on America's culture and economy. "Without the US Latino economy, there would be a global collapse. That's why it is so important to continue to elevate our importance and why people need to look to us for their global strategy."

#### Featuring:

- Claudia Romo Edelman, Founder and CEO, We Are All Human Foundation
- Cid Wilson, CEO and President, Hispanic Association on Corporate Responsibility (HACR)
- Mónica Gil, EVP – Chief Administration and Marketing Officer, NBCUniversal Telemundo Enterprises
- Jorge A. Plasencia, Global Chief Client Officer, Havas Creative Network, & Founder & CEO, Republica Havas



### Black, Brown, and Still Forgotten

In 2023, Havas launched Welltainment<sup>SM</sup> to impact the health equity gap. This year we take on the Gen Z mental health crisis and the obesity epidemic—both of which are disproportionately shortening the lives of black and brown people globally.

#### Featuring:

- Eric Weisberg, Global CCO, Havas Health
- Derrick Johnson, Chief Executive Officer, NAACP
- Dr. Jamie Rutland, MD: FCCP, Rutland Medical Group
- Andre Gray, CCO, Annex 88
- Devika Mathrani, Chief Marketing Officer, New York Presbyterian
- Chelsea Miller, Co-Founder, Freedom to March NYC



### We Are All Human Latino Bytes & Brunch

Industry experts shared insights on AI's influence on Hispanic culture, sports, and social media -- highlighting the fusion tech and culture and unveiling both opportunities and challenges.

#### Featuring:

- Claudia Romo Edelman, CEO, We Are All Human
- Jorge Plasencia, CEO and Co-Founder, Republica Havas and Chief Client Officer, Havas Creative Network
- Javier Farfan, Cultural Strategist, National Football League
- Stacie de Armas, SVP, Diverse Insights, Intelligence & Innovation, Nielsen
- Daneil Gonzalez, Creative Director, Remezcla



### Navigating Consumer Behaviors in the Age of Ozempic

The single-issue keeping marketers up at night is: How do we reach the less hungry, less impulsive, increasingly image-conscious consumer? This discussion of the “Ozempic Revolution” examined the transformative impact of GLP1s, their far-reaching implications, evolving consumers profiles, and the critical role of AI, data and creativity.

**Featuring:**

- Alison Weissbrot, Editor in Chief, Campaign US
- Donna Murphy, Global CEO, HCN & HHN
- Oodaye Shula, Chief Data Officer, Havas Health
- Brian Robinson, Global CSO & Head of Growth, Havas Health
- Chloé Depiesse, EVP, Head of Digital Strategy, Havas NOW



### The Brand/Data Nexus

While it’s essential to separate the proverbial wheat from the chaff with data, the role of instinct and empathy remains critical. “Data can be messy. You need a community of data artists—not scientists—who combine human and machine.”

**Featuring:**

- Ted Sweetser, VP of Advertising, Purple Lab
- Egbavwe Pela, Group Senior Vice President, Engagement Strategy CMI Media Group
- Mike Bregman, Chief Activation Officer, Havas Media Network North America
- Claudine Patel, Chief Marketing Officer, Consumer Healthcare North America, Sanofi
- Tracey O’Brien, Chief Client Officer, Publicis Health
- Steve Madden, General Manager, MM+M



### Redefining Human: Data Made Meaningful and the Convergence of Tech & Creativity

There is a transformative potential when technology and transformation converge. This discussion explored the potential of technology to amplify human experiences and unlock new realms of creativity.

**Featuring:**

- Phoebe Connelly, Senior Editor, AI Strategy & Innovation, The Washington Post (Moderator)
- Dan Hagen, Global Chief Data & Technology Officer, Havas Media Network
- Umbar Shakir, Partner Experiences, Tech, & AI - Gate One
- Marta Martinez, Managing Director of Data, Measurement and Analytics at Google
- Nuria De Andres, Head of Global Media, Telefónica



### Keeping People Healthy and Saving Lives With... Advertising

Havas New York’s innovative partnership with NewYork-Presbyterian stands out in a sea of sameness in healthcare communications. This panel addressed critical issues such as combatting misinformation, putting the patient first, and the implications of AI for the industry.

**Featuring:**

- Dan Lucey, CCO and Co-CEO, Havas New York
- Devika Mathrani, SVP and Chief Marketing & Communications Officer, NewYork-Presbyterian Hospital



### Gen AI: What Kind of World Will We Live In?

We delved into the findings of the latest Havas BETC Prosumer Report, examining the drivers of brand choice and consumption behavior. Our participants discussed the implications of the study in terms of creativity and consumer experience.

**Featuring:**

- Mercedes Erra, Founder and President, BETC, President, BETC Fullsix and Havas O4
- Clément Boisseau, Chief Strategy Officer, BETC and Co-Founder, Maison BETC
- Sébastien Houdusse, Chief Strategy Officer, BETC and BETC Fullsix
- Olivier Vigneaux, Havas CX Network – Europe \*
- Denise Colella, Vice President – Head of Digital Strategy Group – Media & Financial Services, Adobe



### Inclusive Marketing with Brand Innovators

During Brand Innovator’s Women in Leadership summit, Havas’ Greg James and Sanofi’s Claudine Patel joined a session on fostering inclusive workplaces that support and elevate female leaders. “Inclusive marketing isn’t just about the activation of micro-segments, it’s a holistic approach that starts well before media activation.

**Featuring:**

- Greg James, CEO, Havas Media Network North America
- Claudine Patel, Chief Marketing Officer, Consumer Healthcare North America, Sanofi
- Abbey Berryman, Senior Vice President, Client Partnerships, NBCUniversal Media





## The Future Is Non-Binary: How Technology and Culture Can Make Health More Human

While science is rapidly improving, the culture of health and wellness is not advancing at an adequate pace. Technology can help, but it requires a larger cultural movement embracing our non-binary world. "AI and machine learning have the potential to revolutionize healthcare but ONLY if we intentionally remove biases from the data we feed into these systems. The goal is to create unbiased, valued, purposeful training data to train our models."

### Featuring:

- Brian Robinson, Global CSO & Head of Growth, Havas Health
- Amanda Ralston, Founder, NonBinary Solutions
- Cedric "Jamie" Rutland, MD, Internal Medicine Physician, Rutland Medical Group
- Oodaye Shula, Chief Data Officer, Havas Health



## Inclusivity & Experience: How Brands Will Play at the 2024 Olympics

The Olympics are more than just an athletic competition; they represent a melting pot of cultures, traditions, and human stories. Brands can leverage this moment and leave a lasting impact on audiences by embracing creativity, innovation, and purpose-driven initiatives. "It's a challenge because the games span over 27 days, requiring intense focus for that period. However, the winning brands and partners understand that it's not just about those 27 days."

### Featuring:

- Katty Kay, Correspondent, BBC Studios (Moderator)
- Augustin Pénicaut, Vice-President Havas Play
- Kristine Drullion, Corporate Brand Strategy & Activation Director, LVMH
- Antoine Dubois, SVP Marketing, Loyalty & Sponsoring - Europe & North Africa - ACCOR
- Grégoire Weil, Managing director, Conran Design Group





### Beyond the Buzz: How DEI in Production Elevates Creative Effectiveness

In an industry that prides itself on creativity and innovation, the stark lack of diversity in the production ecosystem is not just a paradox; it's a problem. Without conscious inclusion embedded throughout the production process, the industry risks undermining the vibrancy and impact it can have on culture. It's time for change.

#### Featuring:

- Shazzia Khan, Chief Transformation & Innovation Officer, Havas
- Taryn Crouthers, President, ATTN
- Derrick Johnson, CEO, NAACP
- Efrain Ayala, Global Creative Effectiveness & Diversity & Inclusion Director, Reckitt



### AI for Measurement: The Future?

At the Coalition for Innovative Media Measurement's CIMMSummit, Mike Bregman explored how Havas Media Network North America is using the industry's best video datasets to power the future of meaningful measurement and HMN's proprietary Meaningful Rating Point.

#### Featuring:

- Mike Bregman, Chief Activation Officer, Havas Media Network North America
- Ashwin Navin, CEO, SambaTV



### Getting a Measure of Your Omnichannel Strategy; Literally, Mathematically

Omnichannel communications is becoming the standard for brands, yet the healthcare sector struggles to adopt it. Roadblocks were identified and solutions were suggested during this Doceree-hosted roundtable at Cannes.

#### Featuring:

- Brian Robinson, Global CSO & Head of Growth, Havas Health
- Steve Madden, editor-in-chief, MM+M
- Ken Begasse, CEO and Founder, ConcentricLife
- Elizabeth Beringer, President & Founder, Spring & Bond
- Kamy Elawadhi, Chief Client Officer, Doceree
- Jose Ferreira, EVP, Product Strategy & Transformation, CMI Media Group
- Jason Gloye, Global Chief Client Officer and NA Lead, VML
- Harshit Jain, founder and CEO, Doceree
- Andrea Palmer, President, Publicis Health Media
- Joanna Ruiz, Managing Director, Deloitte Digital
- Thomas Shea, Chief Revenue Officer, Doceree





### Innovate to Elevate: How Creative Disruption is Redefining Modern B2B Marketing

Creativity is the secret sauce transforming B2B marketing from bland to brilliant. This panel interrogated the spark of creativity that is lighting a fire to modern B2B marketing.

#### Featuring:

- Valerie Beauchamp, VP, Global Head of Agency Development & Marketer Education, LinkedIn
- Andrea Glenn, CEO, Ledger Bennett
- Richard Atkinson-Toal, VP, Global Brand & Marketing Communications American Express Global Business Travel
- Rachael Sansom, CEO UK & Europe, Havas Red



### Attention Wars: How Brands Can Win in an Age of Distraction

With consumers inundated with media, breaking through the noise is increasingly challenging for marketers. You have to break category norms and show up in different ways to break through. Attention today is about bringing together human creativity with the machinery to show up in the right place at the right time.

#### Featuring:

- Alison Weissbrot, Editor in Chief, Campaign US
- Greg James, CEO, Havas Media Network North America
- Sarah Collinson, CEO, Havas New York



### Data Collaboration Will Drive True Scale & Innovation for Retail Media

With retail media being the fastest growing vertical in the advertising industry, this talk addressed the pressing question: how many retail networks are too many? "It's not about how many media networks. It's about getting the most out of them—maximizing your ability to reach customers wherever they are..."

#### Featuring:

- Mike Bregman, Chief Activation officer, Havas Media Network North America
- Daniella Harkins, SVP, GTM, LiveRamp



# INCLUSION FOR TODAY & TOMORROW

PERSPECTIVE FROM OUR FEMME FRIDAS &  
COMMIT TO CHANGE FELLOWS



This year, Havas talent from two leadership development programs went to Cannes to make connections with global Havas leaders, attend sessions for learning and inspiration, and be part of the conversation regarding industry inclusion.



FEMMES FRIDA

The first of these cohorts, Femmes Forward FRIDA, is designed for women at the creative director level to improve representation in leadership roles. Following initial leadership and goal setting, participants gathered in Cannes for the chance to connect, learn, and get inspired.

Havas North America also afforded three Senior Fellows the opportunity to experience the festival as part of its Commit to Change plan to improve industry representation. The development experience for underrepresented talent at the director level includes leadership insights, skill-building, and exposure to all the networking and inspiration that Cannes has to offer.

Read on to learn their perspective on mentorship, representation, and connection at the festival.



**Charlotte Merlaud**

Senior Art Director  
Havas Play Paris



**Nathalie Jasper**

Associate Creative Director  
Jacques New York  
(Formerly Havas Tonic)



**Priyoshi Kapur**

Creative Director  
Havas Chicago

“Cannes is the ultimate goal in terms of awards, but above all it's the best of the industry coming together. It made me see new paths for the rest of my career and also opened my eyes to a world that is still very male-dominated. The road to gender equality is still long, but Havas is paving the way for the industry.”

“The Frida Experience at Cannes Lions was such a powerful demonstration of the paths that open when an organization supports you and provides the tools for growth. I observed the importance of embracing who I am as a female leader and combining the human with the data to make the greatest impact on people.”

“The Frida program has been an incredible opportunity to connect with other female leaders across the globe. Cannes was a very special opportunity for all of us to learn and share our takeaways. We bring back knowledge that is not only essential for our careers, but to help our agencies thrive through these connections and experiences.”







**Raquel Rodrigues**

VP, Associate Creative  
Havas Lynx New York  
(Formerly Havas Health +)



**Michelle Kim**

VP, Group Client Leader  
Havas Media Chicago



**Kriselda Sanchez**  
Strategy Director  
Havas Chicago

“Cannes Lions is equal parts learning, networking, and entertainment. Above all else, the experience was empowering, and the opportunity to meet with the international female leaders from across our network was inspiring.”

“What I found most inspiring about the festival was the emphasis on human insight as the cornerstone of creativity. It reinforced the idea that building personal relationships between brands and consumers is paramount to sparking the best ideas.”

“Authenticity, laughter, and innovation aren’t going anywhere. Celebrities and influencers focused on being real, honest, and not trying to sell to their followers but instead showing them things they’d want to see. However, DEI efforts have scaled back across agencies, and it showed as the lack of diversity was on full display—from the queues to the winning teams. While the event was inspiring, it also served as a huge reminder that we need to do more to bring diversity into our teams and leadership positions to help change an industry that wasn’t created for us.”

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# LIFE AT HAVAS CAFÉ

The heartbeat of our network at Cannes











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**HAVAS**

### Why every brand needs a GLP-1 strategy, yesterday

by Brian S. Robinson, global chief strategy officer and head of growth, Havas Health Network, and Mark Sinnock, global chief strategy, data and innovation officer, Havas Creative Network  
June 11, 2024

**FINANCIAL TIMES**

Advertising

### Cannes Lions looks to laughter as ad industry feels threat of AI

New humour category highlights 'human connection' in a sector beset by a crisis in creativity

**PRWeek**

Havas pushes integration with new 'Converged' strategy and invests €400m in AI and tech

French agency group's moves come ahead of possible stock market float.

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Marketing News & Strategy

## JUNETEENTH 2024—HOW BRANDS AND AGENCIES ARE RECOGNIZING THE HOLIDAY

Brands and agencies are celebrating Black culture, historical figures and community

By [Sabrina Sanchez](#), Published on June 19, 2024.

**MM+M** MEDICAL MARKETING AND MEDIA

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AGENCIES

### Havas debuts internal GLP-1 consultancy

Havas said the internal consultancy service will focus on responses to disruptive drugs like GLP-1s.

# THE WALL STREET JOURNAL.

**Brand INNOVATORS**

NEWS CANNES

## Cannes Lions Winners 2024

By Aaron Baar June 22, 2024

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### Human Creativity Fends Off Gen AI in Cannes Jury Rooms

Despite all the buzz, feedback from judges tells a tale of two Cannes Lions

# CMO TODAY

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## Cannes Lions Ad Festival Kicks Off; Marketing's Middle East Gold Rush; Reality TV's New Spin on Romance; Ozempic Fuels Hunt for Smaller Clothes

By [Nat Ives](#)

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### Havas launches new strategic plan, Converged, as group prepares for next chapter

Havas today announces an important evolution to its global strategy and significant investments to answer clients' ever-increasing needs for cross-functional, fully integrated communications solutions

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# Havas Launches Strategic Plan, Converged

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## HAVAS TO HELP BRANDS WITH OZEMPIC AND WEIGHT LOSS MARKETING STRATEGIES

## Havas va investir dans l'IA et les données pour préparer son entrée en Bourse



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# SEE YOU SOON!

Photography by Stephane Sby Balmy  
and Christophe Pelletier

