



# Reports from our company leaders

**Our business is best understood through an understanding of its constituent parts. On the following pages, the leaders of our major companies give summary accounts of their performance and progress in 2014.**

Advertising	p46
Media Investment Management	p60
Data Investment Management	p67
Public Relations & Public Affairs	p70
Branding & Identity	p73
Healthcare Communications	p76
Direct, Digital, Promotion & Relationship Marketing	p79
Specialist Communications	p81
WPP Digital	p83



# Advertising

## J. Walter Thompson

**Report by Gustavo Martinez** (below right)

Chairman and chief executive officer  
with

**Matt Eastwood** (below left)

Chief global creative director



2014 was an historic year for J. Walter Thompson, as we celebrated 150 years of pioneering. We also began a year-long transition in preparation for my official appointment as the incoming 2015 chairman and global CEO – a truly exciting and humbling handover.

After an intense ‘listening tour’ to meet our many great clients, visit our offices and get to know our employees, I cemented our mission: To create pioneering solutions that build enduring brands and business.

Restoring our creative shine was, and continues to be, a top priority, and hiring a global creative partner was a critical order of business. Within three months of arriving, I appointed Matt Eastwood as chief global creative officer, a role that was vacant in recent years. Matt is a fellow ‘global citizen’ whose creative ambition and international sensibility are challenging the network to raise its creative bar.

The second priority was to fortify our network with key leadership changes at both the regional and global levels.

Reintegrating Brazil into our LatAm region, we appointed Stefano Zunino as chief executive officer, J. Walter Thompson Latin America, now offering expanded pan-regional solutions.

We welcomed back Tarun Rai as the new chief executive officer of J. Walter Thompson South Asia, succeeding Colvyn Harris.

We also welcomed back Norman Tan as China chairman and North Asia chief creative officer.

In our New York flagship office, we elevated Lynn Power from managing director to president; and appointed Adam Kerj, her creative partner, as chief creative officer.

Claire Capeci was elevated from her role as managing director of J. Walter Thompson New York to global president of retail.

We welcomed a new head of analytics for North America, Amy Avery, to lead our rapidly growing analytics practice.

And driving our consumer insights and trends-focused initiatives, Lucie Greene joined as worldwide director of JWTIntelligence, adding expertise and bench strength to our global trends unit.

These leadership changes gave way to a number of new business wins and organic growth across all regions, including strong performances from the UK and APAC in particular. Build-A-Bear, Tata Sons Limited, Revlon’s Almay, Professional Brands and Mitchum, Bayer, HSBC, Kellogg’s, Royal Automobile Club of Victoria (RACV), Qatar Airways, Hilti, Treasury Wine Estates, and even the successful re-election campaign for Colombia’s President Juan Manuel Santos are just some of our great wins for the year.

*With a name inspired by the Latin word for “amazing,” Mirum is poised to deliver both the technology and creative solutions that today’s global brands demand*

Globally, we returned to our full name, J. Walter Thompson, and created the J. Walter Thompson Company – a parent company under which we introduced Mirum, a modern global company composed of 11 digital agencies across 17 countries and 40 offices. With a name inspired by the Latin word for “amazing,” Mirum is poised to deliver both the technology and creative solutions that today’s global brands demand.



**Dan Khabie** (above left) Chief executive officer, Mirum;  
**Stefano Zunino** (above right) Chief executive officer,  
J. Walter Thompson Latin America and chairman,  
Mirum

Led by Dan Khabie as CEO, Mirum unified Digitaria, XM, CASA, ActivearkJWT, Twist Image, Lunchbox, i-Cherry, HeathWallace, Quirk, Clarus and X-Prime. Diverse both geographically and in their offerings, the companies shared an entrepreneurial culture, deep understanding of local market needs and leading-edge technical and creative capabilities. Together as a single brand, Mirum represents principles rooted in innovation, design, data and marketing, and has expert capabilities in Strategy & Consulting services, Creative & Content, User Experience & Platforms, Analytics & Insight, and Product Development & Mobile.

Dan's natural entrepreneurial instincts and immeasurable passion foster Mirum's startup mentality, while driving growth forward across the global network in partnership with the many entrepreneurs who comprise Mirum's executive leadership team.

The launch of Mirum was an integral part of our overarching strategy to continue building J. Walter Thompson Company's many assets and capabilities, in order to drive business transformation. And to continue leveraging 'horizontal' within WPP, this year we reinforced our relationship with our JV with Ogilvy & Mather, Geometry Global, in North America and Europe. (See Geometry Global report on page 80.)

With new leadership, new business wins and a new global agency in place, our goal is to reach 5% to 6% growth annually. By 2020, we aim to become a global powerhouse with the industry's best talent and creative work, bringing each office to the top of their market and a portfolio that anticipates and serves our clients' needs.

Throughout the year, I have been constantly impressed by J. Walter Thompson's global citizens – a passionate and talented network with a never-ending desire to win. It must also be noted that few agency transitions have been handled so seamlessly for a company our size, and it is with thanks to Bob Jeffrey and his mentorship that it was made possible.

*With new leadership, new business wins and a new global agency in place, our goal is to reach 5% to 6% growth annually. By 2020, we aim to become a global powerhouse with the industry's best talent and creative work, bringing each office to the top of their market and a portfolio that anticipates and serves our clients' needs*

While 2014 has been an incredible journey, 2015 will be the first chapter of our next 150 years. We will continue to build and implement an aggressive growth strategy for the company, announcing additional structural changes and infusing new leadership to support the evolution of J. Walter Thompson Company. As the new CEO and chairman, I am honored to take the helm and continue polishing the diamond that is J. Walter Thompson.

## Ogilvy & Mather

**Report by Miles Young (below)**

Worldwide chairman and chief executive officer



When we look back at 2014, 10 years on, I believe we will see it as a tipping point, the start of something transformative. The impact of the digital revolution is becoming apparent as some of the hype and misconceptions wear off (though there is plenty of both around, and, on the other side, plenty of denial still in our industry).

For us, it means simply this: the old world of 'packaged communications' (neat 30" spots, tidy direct mailshots, etc.) has been replaced by a new world of seamless content. Content is not a fantastic word, and accretions of meaning in different usages have tended to obscure it. Nonetheless, I have no doubt that content is king. In a self-select world, you live or die by the quality of your content and the deeper narrative or story which binds it together. Content is both wheat and chaff, and it is growing and harvesting the wheat fields that interest us.

When we met as a Board in New Delhi in February 2014, we set off a range of experiments and initiatives. As with most of our major clients, we are now content-

driven (for which read digital-centric) and the future will see us becoming more and more a publisher, and less and less the agent of the past.

As we do that, the boundaries between traditional disciplines start to soften, but the fact that we – uniquely for our size – have all those disciplines, gives us a massive advantage. The journey has begun.

**... the future will see us becoming more and more a publisher, and less and less the agent of the past**

My creative partner, Tham Khai Meng, wrote a great piece on stories, *The Ape, the Adman, and the Astronaut: Rediscovering the power of storytelling*. It puts storytelling at the very heart of brand-building. It was heartening that superlative executions of brand stories led us to success again, as the world's most creative network at the Cannes International Festival of Creativity. This was our 'three-peat': the third year running we won it. It was significant that our clients were as proud of this success as we were – a reminder that superior creativity is a differential success factor in the marketplace.

We were pleased with the financial performance in 2014, with a strong showing in all four regions. In particular, North America surged, and we saw signs of recovery in the Southern European economies. A notable event for us was the acquisition of the majority shareholding of our partner in the Middle East, MEMAC. Led by Eddie Moutran, who joined our Board, this is a network with great strength in depth. It also reaffirms our belief in developing markets, and the importance for us to be leading edge within them.

In our disciplines, Ogilvy Public Relations appointed a new CEO, Stuart Smith; while Chris Graves as chairman will continue to spearhead Ogilvy PR's drive into content. Stuart Smith and Brian Fetherstonhaugh (for OgilvyOne Worldwide) will report separately below; Matt Giegerich (for Ogilvy CommonHealth Worldwide) and Steve Harding (for Geometry Global, our JV with J. Walter Thompson) will report on pages 76 and 80 respectively.

My thanks go to our wonderful people, our clients who put so much trust in us, and the partners, especially our many colleagues at WPP, with whom we work so fruitfully.

## OgilvyOne Worldwide

**Report by Brian Fetherstonhaugh** (below right)  
Chairman and chief executive officer

OgilvyOne Worldwide achieved an excellent year in 2014 on all three major fronts – financially, creatively and strategically.

Financially, we set new all-time high levels for both revenue and profit. Our growth was fueled by a healthy combination of expanded assignments from current clients and new business engagements in categories including travel, hotels, fashion, insurance, mobile and beverages.

Creatively, 2014 was OgilvyOne's best-ever performance at the major awards shows, with our work for British Airways leading the charge. The 'Magic of Flying' campaign from OgilvyOne London took home the Cannes Lions Direct Grand Prix plus another eight Lions, and a myriad of local awards. 'A Ticket to Visit Mum' from OgilvyOne New York won the Mike Hughes Creativity Award and Gold at the Direct Marketing Association's ECHO Awards, plus the Grand Prix and Special Prize at the 4A's Jay Chiat Awards. Other stand-out achievements included a Cannes Lions Innovation award for 'Babolat Play,' the world's first connected tennis racket, and a slew of wins for clients including American Express, BlackRock, DuPont, IBM, Kimberly-Clark and Nestlé.

*We are separating ourselves from the pack as the one agency that can really deliver sparkling creative solutions that are inspired by data*

The reason behind our success is simple: OgilvyOne's global Customer Engagement positioning has been embraced as the strategic heart of the network. Thanks to the hard work and commitment of our Customer Engagement specialists around the world, we are separating ourselves from the pack as the one agency that can really deliver sparkling creative solutions that are inspired by data. There is a strong correlation around the world between each office's financial performance and its adoption of the Customer Engagement approach.

To further drive our strategic differentiation, we made major investments in 2014 in three growth areas:

■ **DAVE:** Our D(ata-inspired), A(lways-On), V(aluable), E(xperiences) methodology went online this year with an automated tool that fosters new levels of insight, collaboration and consistency.

■ **OgilvyAmp:** The next evolution of our global data offering is off to a fantastic start. Client response has been outstanding and we plan to launch several exciting new data products this year.

■ **e-commerce:** Our global e-commerce practice continues to develop and grow rapidly and we committed to being a leader in e-commerce strategy and user design. Our Continuous Commerce™ approach is generating excellent client uptake.



To keep us ahead of the pack, we continue to acquire highly-promising businesses in growth sectors. In 2014, we welcomed several high-potential new businesses, including Verticurl (marketing automation), Bottle Rocket (mobile), dnx (business-to-business), Social Lab (social CRM) and three digital specialists: PennyWise (India), Brandigital (Latina) and Gloo (South Africa).

With our positioning as the world's top Customer Engagement agency and continued investments in creativity, content and data, we see a bright future ahead.



## How we're doing

Advertising

### Ogilvy Public Relations

**Report by Stuart Smith** (right)  
Global chief executive officer  
and  
**Christopher Graves** (below)  
Chairman

The PR industry continues to experience radical change. The winners in this new world will meet the increasing demands of CMOs for earned media campaigns that are integrated, newsworthy and activated with creative, real-time social content. As part of the Ogilvy & Mather network, we are uniquely placed to help corporate and product brands navigate the ever-shifting landscape of paid, owned and earned media in search of influencing the choices of consumers and corporate stakeholders.

2014 was the year that saw us mature our global real-time content offering. For our largest clients, our content hubs generate daily content across multiple countries and in many languages. All of our offices now boast content teams in various stages of development.

It was also the year we started to develop our new five-year global strategy, investing in talent and demonstrating industry leadership in creativity, digital and social. *The Holmes Report*, PR's only global commentator, put us at the top of their Global Creativity Index, named us the Best Global Digital Consultancy – both for the second year running – and awarded us pan-EAME Agency of the Year for the first time in our history.

Ogilvy PR veteran Scott Kronick, served his first full year as Asia Pacific's new CEO, running the largest of the region's international PR agencies. We performed well

creatively, with a notable win of the Most Creative Global Campaign from *The Holmes Report* (for Goodyear).

Under Rob Mathias' leadership we navigated changes in our North American portfolio well and diversified our government work to include FEMA and the U.S. Department of Health and Human Services. We communicated complex issues including Obamacare and Ebola and



launched the new \$100 note globally. We led the industry with ground-breaking creative campaigns for clients American Express, Pfizer, and Darden's Specialty Restaurant Group.

We grew our geographic footprint, adding the Middle East and North Africa to our resurgent EAME region.

In South Africa, Kenya and Turkey we went from strength-to-strength.

Ogilvy PR UK was named

Large Agency of the Year (PRCA) for the second year running. We launched new offers in the UK: paid social, employee engagement and sports marketing.

We continued to structure ourselves for profitable growth, hiring fresh talent to lead our operations, world-class people in the specialist area of social change and across several offices we put new creative talent in place.

2015 is about re-setting expectations of what public relations can achieve in an integrated environment. Ogilvy PR is transforming. Our new role is to help companies and brands optimise their campaign platforms for earned media, building reputation, generating advocacy and ultimately driving sales. Our proposition is simple: we exist to create value through earned influence. ●

### Ogilvy CommonHealth Worldwide

See report on page 76

### Geometry Global

See report on page 80



## Y&R Group

**Report by Peter Stringham (below)**  
Chairman and chief executive officer



Best Alone. Better Together. For our clients, it means getting some of the smartest people and best resources in all the disciplines of communications around a table figuring out what's best for their brand.

For the partner companies of Y&R Group, it is a strategy that has been proven over nearly half a century, when Y&R made its first acquisition outside of advertising.

**We launched INSPIRE, a sustainability practice across all the Y&R Group companies that helps clients craft communications that create commercial value for the brand**



**Peter Law-Gisiko**  
Chief operating officer

We constantly reinforce our ability to collaborate. In 2014, Y&R Group initiated cross-company business development training with the Group's New Business Development Council. We continued our proprietary Rubicam University client partnership and cross-disciplinary training program.

We restructured the Global Intelligence Group to give broader and deeper support to the entire network.

And, finally, we launched INSPIRE, a sustainability practice across all the Y&R Group companies that helps clients craft communications that create commercial value for the brand.

On these next pages, the Y&R Group companies share their perspectives, their achievements, and their plans for the future.

## Y&R

**Report by David Sable (below)**  
Chairman and chief executive officer

Digital is everything, but not everything is digital.

Nowhere is this more evident than in the world of brands. People like the convenience of ordering online, but pure-play e-commerce companies are actively looking for brick and mortar extensions. We might argue about what TV is or isn't, but what is abundantly clear is that well-written, high-production value content – in many formats and across all channels – is what attracts big and committed audiences. And the Super Bowl still has advertising, as does Google, Facebook and Twitter, to name just a few.

Bottom line, more and more, the enablement of technology enhances our real world lives, creating a converged, multidimensional world where our business needs to be more fluid, more flexible, and far more creative.

Our view of the world is fairly simple. We believe that creativity tells the story of the brand, and storytelling has always been at the core of Y&R's DNA. We believe that



innovation is all about how we distribute the story and social applications like Facebook, Twitter, Instagram and Snapchat are important innovations that enhance our ability to tell stories, just as radio and television were to prior generations in our business. And finally, we

## How we're doing

Advertising

believe that technology is the ultimate enabler, allowing us to create stories with true interactivity, transactional capabilities and real consumer-brand dialogue.

Our mission has always been to resist the usual. And we translate that mission into our very powerful strategy of “Digital is everything, but not everything is digital.” Ergo, even the most basic and traditional print ad comes from a digital base and probably, most importantly, at the end of the day, everything that we drive for our clients is about real-world experience with their products and services.

In many ways this notion has freed us to do what our clients need, to offer unexpected solutions and help our clients’ customers enjoy complete brand experiences. When you combine Y&R Advertising with its siblings VML, Bravo, iconmobile, Labstore and BrandAsset® Valuator, we have a global offering that covers all the bases better than anyone else. And, of course, add our unlimited access to WPP resources.

In 2014, we helped our clients navigate a retail environment that is increasingly global, digital and personalized by consolidating more than 20 shopper and retail marketing capabilities into a single unified global network, Labstore. Out of the gate, Labstore opened new offices in South Africa, Bangkok and Manila, won its first Effie in Chile, and pitched with Y&R Advertising to win new assignments around the world.



 *We believe that technology is the ultimate enabler, allowing us to create stories with true interactivity, transactional capabilities and real consumer-brand dialogue* 

We leveraged the enormous proprietary data of BrandAsset Valuator to give our clients solid quantitative data that is both diagnostic and prescriptive. After 20 years and \$140 million invested in BAV, we continued to advance both the model and study. We created regional hubs, added local consulting practices, fielded research in more markets than ever before, and integrated this data side more deeply with brand planning and our powerful eXploring capabilities. We also created a new practice of nation-branding with our BAVC group, which will launch this year.

We addressed a key client need to drive both creative

excellence and efficiency by creating a global infrastructure for content creation and partnerships, which has gained incredible traction already.

We continued to support VML’s growth around the world in order to offer clients a model that gives them a seamless combination of resources from Y&R Advertising and VML when needed, while allowing both agencies the freedom to be the best in their business and utilize on their own, all of the other resources in our group. Four of the top 10 Y&R new business wins in 2014 came from VML.

 *When you combine Y&R Advertising with its siblings... we have a global offering that covers all the bases* 

iconmobile gained attention and acclaim at CES in January, where they showcased their consumer product development, particularly products around home life.

We celebrated another year of creative leadership – at Cannes, where we remained the No.4 most creative network in the world and won two coveted Cannes Chimera awards out of Singapore. VML ranked among the top three winners among digital agencies at Cannes. Our performance at Cannes was equally matched by even stronger performances in the regions. Last year we had Agency of the Year recognition in China, Indonesia, Thailand, Yangon, Cambodia, Laos, Myanmar, Pakistan, Chicago, Buenos Aires, Santiago, São Paulo, Hungary and Poland.

All of this added up to brisk new business – with a large surge of wins in North America for Y&R, VML and Bravo. Wins around the entire network included the major Australia Post account for Y&R Australia, a major healthcare brand at Y&R New York (the largest win of the year); AOR assignments with COBRA PUMA Golf, Krispy Kreme and NAPA Auto Parts for VML, and at Bravo, assignments from major brands, including General Mills and MillerCoors. Of the 332 new business wins across the network last year, about a third came from existing clients.

We have added depth to our senior management across all our companies, including Y&R Advertising and VML, strengthening our operations today, as well looking to the future.

Our vision is to be our clients’ most important partner. With our depth of resources, geographic spread, creative leadership fueled by our mission to Resist the Usual, we think we are well-positioned for continued success in 2015.



## VML

### Report by Jon Cook (below)

Chief executive officer and president



Global expansion and increased capabilities have advanced VML's business for several years, and that growth has been amplified by dramatic expansion in North America, which was shaped around major client relationships.

We acquired respected BiggsGilmore, with offices in Kalamazoo, Michigan and Chicago, and expanded VML operations in both locations – enabling us to provide enhanced services to three of our largest client

partners: Kellogg's, Kimberly-Clark and PepsiCo. Longtime agency partner Studiocom was rebranded as VML in Atlanta and Bogotá, and we launched full-service operations in Nashville, servicing new AOR duties for the Tennessee Department of Tourist Development and global work for Bridgestone.

At the same time, China has become VML's second largest market through organic growth and acquisition. The combination of VML IM2.0 and China's largest social media agency, Teein, has created a major hub with more than 400 VMLers in Beijing and Shanghai.

VML secured new client relationships and AOR responsibilities with COBRA PUMA GOLF, Krispy Kreme and NAPA Auto Parts. Additional new business wins included Crayola, Equinox, J.G. Wentworth, Pernod Ricard, QuikTrip, REI, Sear's Shop Your Way, Toys R Us, Tropicana, U.S. Soccer and more.

2014 was the most awarded year in VML's history. VML received eight Cannes Lions and we were recognized in all the top tier global award competitions. VML was also honored to win the WPPED Cream PR Crème de la Crème award for the MINDDRIVE Social Fuel pro bono campaign.

In September, we extended our annual day of volunteerism to the entire VML global network. VMLers worked in their communities on VML Worldwide Foundation Day to make a tangible difference. Over a 24-hour period, thousands of photos were posted

at #wearevml as VMLers shared experiences around the globe. Our employees continue to drive our business and shape our culture in such amazing ways.

## Wunderman

### Report by Daniel Morel (below left)

Non-executive chairman  
and

### Mark Read (below right)

Chief executive officer



Wunderman demonstrates a key strength that forward-looking clients are increasingly seeking: the intelligent application of data and creativity. Today, over 100 Fortune 500 brands look to Wunderman to deliver personalized communications to consumers around the world. Our world-class data infrastructure is unrivaled in our industry and plays a central role in why clients choose Wunderman.

While 2014 had its challenges, Wunderman added several new clients, including Charter Communications, Saxo Bank, GSK, Virgin Media, BMW, Lenovo, Deutsche Bahn and Sony Europe, among others. Organic growth from United Airlines, P&G, Best Buy and Shell has also been encouraging.

*Advertising Age* once again ranked Wunderman among the top digital agency networks in the world. Thanks to Mel Edwards' leadership, Wunderman's London office continued its rise, receiving high marks

## How we're doing

Advertising

from *Campaign* magazine, including 8 out of 9 on the *School Report*, *Campaign Media Awards Gold*, and *Campaign Dream Team Top 10 Customer Engagement*. Wunderman's understanding of Land Rover's needs also led to a Silver Agency-Marketer Partnership Award from *Campaign Asia-Pacific*.

Under Becky Chidester's direction, Wunderman Health cracked the \$80 million mark. Global brands like Pfizer and GSK sought out Wunderman Health for its customer-centric approach and digital capabilities. At the inaugural Lions Health awards at the Cannes International Festival of Creativity, Wunderman Health picked up its first Gold Lion.

*Today, over 100 Fortune 500 brands look to Wunderman to deliver personalized communications to consumers around the world*

We continue our commitment to clients by expanding our digital capabilities and reach, adding Phantasia in Peru and taking a majority stake in the UK-based digital technology consultancy Cognifide. Wunderman also acquired UK-based FusePump, specialists in product data and content for digital marketing. Shortly thereafter, FusePump Labs was established for product development, testing ideas and creating new tools for our clients. Aqua, South Africa's largest digital agency and part of Wunderman, acquired Applogix, a marketing and e-commerce technology agency in Johannesburg.

Alongside the Singapore Economic Development Board, Wunderman opened a data-training hub: the Center for Advanced Analytics. It's charged with educating recent grads in how to manage and analyze consumer data – skills that are at the heart of Wunderman.

WPP Digital CEO Mark Read joined Wunderman's team in June 2014. Mark, who has been closely connected to WPP's digital transformation, is the perfect leader to continue Wunderman's development and, indeed, take the company to new heights. On February 1, 2015, I officially handed the reins of leadership to Mark, and he became Wunderman's CEO while I remain as non-executive chairman.

With strong leadership and a focus on innovation, Wunderman is poised for continued success.

## Landor

**Report by Lois Jacobs (below)**  
Chief executive officer



In 2014, we repositioned ourselves on a platform of delivering Agile Brands.

The speed of modern-day disruption means brands are being created and managed in an entirely new context. Successful brands are agile brands. Landor has identified six essential characteristics of an Agile Brand together with an understanding of how brand management must change so that brands may act and adapt quickly while

remaining embedded in strong principles. It is this interplay between standing for something and yet never standing still that makes agile brands successful. In 2014 our thinking resonated and we gained new clients everywhere including: Barclaycard, HomeAway, Generali, Siemens VAI, Target Australia, and others.

*A highlight of the year was winning the first Gold Cannes Lion for Product Design*

In the US we combined our four offices into one region under the leadership of our new president for North America, Stuart Sproule. Stuart brings considerable digital expertise to Landor having formerly served as president of TBWA's Digital Arts Network.

We saw good growth within Asia Pacific and we further expanded our network by opening offices in São Paulo and Istanbul.

A highlight of the year was winning the first Gold Cannes Lion for Product Design for our Alcoa trashcan designs in New York City's Central Park.

## Burson-Marsteller

Report by Donald A. Baer (below)

Worldwide chair and chief executive officer



Burson-Marsteller marked 2014 by fully integrating our 'Burson-Marsteller, Being More' positioning into everything we do. Our teams around the world approach every opportunity with the determination to be more ideas-driven, results-oriented and evidence-based in delivering strategic communications solutions. We pride ourselves on being among our clients' most trusted advisors, partners

who assess their business goals and communications challenges, understand what needs to be done and determine how to bring our Being More spirit to the job at hand.

*We brought the most advanced digital, social and analytics tools to bear across all of our markets and raised the level on our creative content development, ensuring our communications have the most meaningful business impact for our clients*

This approach led to important achievements in 2014. We brought the most advanced digital, social and analytics tools to bear across all of our markets and raised the level on our creative content development, ensuring our communications have the most meaningful business impact for our clients.

We won global assignments and expanded existing work into new regions with The Rezidor Hotel Group, Pitney Bowes and Sony. High-profile US assignments included helping: Texas Health Resources manage the complexities surrounding the first patient in the US to be diagnosed with Ebola; Target handle a massive data breach crisis; and Comcast NBCUniversal build its reputation among national opinion leaders. In Asia-Pacific, we added the National Basketball Association, Princess Cruises and Rolex to our client roster. Latin America grew with new client engagements with Coca-Cola and the Formula 1 Grand Prix in Mexico, Shell in Peru and McDonald's in Chile. Europe produced outstanding digital work, notably the seventh annual *Twiplomacy* study.

*Strategic thinking, exceptional creativity, evidence-based discipline and a commitment to excellent results were the building blocks supporting our work around the world in 2014*

*The Burson-Marsteller Corporate Perception Indicator* launched, in a global partnership with CNBC, underscoring our commitment to being leaders in bringing original thinking to important worldwide conversations. The study, conducted with our sister research firm Penn Schoen Berland, was an unprecedented survey of more than 25,000 people, including 1,800 business executives, across 25 markets on the roles and responsibilities of corporations in society.

Strategic thinking, exceptional creativity, evidence-based discipline and a commitment to excellent results were the building blocks supporting our work around the world in 2014. They form the foundation on which we are building an even stronger Burson-Marsteller in 2015.



## How we're doing

Advertising

### Sudler & Hennessey

#### Report by Jed Beitler (below)

Worldwide chairman and chief executive officer



2014 was a very successful year, full of fast-paced work and challenging, complex client teams. Major new client wins included Amgen, Astellas, Novartis, and Otsuka. Globally, our business continued to grow through WPP team partnerships.

Our internal digital integration not only continued to build digital growth that outpaced the

agency growth in the US, but also led to success throughout the network. Our interactive Google Glass experience at the American Society of Clinical Oncology was acknowledged by the WPP WPPED Cream Awards. Our chief digital officer seized an opportunity to develop and publish Rx website standards, saving time and creating consistency for all current and future clients.

We focused on growing our business organically, refining our processes with a new project management team, and further developed our specialized offerings in Primary Source Strategic Consulting and Quality Matters Health Management.

Our Sudler offices throughout our regions were recognized for their creative efforts, winning many awards for both client and pro bono work. In addition, Rob Rogers served as a judge at the Lions Health awards at Cannes in 2014, and has been appointed as jury president in 2015.

### Bravo

#### Report by Eric Hoyt (below)

President and chief operating officer



The US Hispanic market is the best business opportunity in America and Bravo continues to thrive by helping our clients capitalize on this critical growth sector.

New business performance was excellent with major wins: American Express, Coca-Cola, General Mills, MillerCoors and SC Johnson. Each one of these wins was

achieved working in tight collaboration with other WPP partners (Ogilvy & Mather, Wunderman, Geometry Global and Cavalry) proving the value and relevance of 'horizontality'.

2015 looks equally promising as our full client roster will benefit from our fully integrated offering that combines brand, digital and retail solutions to drive brand growth and business success. ■

### Cohn & Wolfe

See report on page 71

## Grey Group

### Grey

Report by Jim Heekin (below)

Chairman and chief executive officer



We began 2014 with the remarkable feat of being named Global Agency of the Year by *Adweek* and Agency of the Year by *Advertising Age* in recognition of our creative and business success. And we ended the year becoming *Campaign's* Global Advertising Network of the Year. The magazine wrote that "Overall, 2014 was a triumphant year for the Grey network."

2014 marked our seventh year in a row of record financial and creative performance. High-profile new business wins included Volvo, Papa John's Pizza, Symantec Norton, Folger's Coffees, Nestlé Stouffer's Lean Cuisine and Vodafone. Many of our longtime clients awarded us significant assignments including Procter & Gamble, HSBC, Hasbro, Canon, Eli Lilly and Allergan. Revenue from our top 20 clients increased by an average of 14% year-on-year.

Our creative reputation continued to soar with the win of 35 Cannes Lions from 11 countries, including the coveted Titanium Lion. True to our mantra of 'Famously Effective' work, we produced highly-acclaimed campaigns for Gillette, CoverGirl, Pantene, Febreze, NFL, DirecTV, Canon, HSBC and *The Times*.

Grey's flagship agencies in New York and London accelerated their forward momentum. Grey New York was the most-awarded North American agency at Cannes and Grey London won the IPA Effectiveness Agency of the Year and became the most-awarded UK shop at D&AD.

*Our creative reputation continued to soar with the win of 35 Cannes Lions from 11 countries, including the coveted Titanium Lion*

We continued to invest in the world's developing growth countries. Grey acquired the Volcano Group in South Africa, one of that country's fastest-growing agencies. Grey United was created in Milan via the merger of Grey Italy and 1861, strengthening our presence in Southern Europe. Grey also acquired Circus, the largest independent agency in Peru, enhancing our capabilities in Latin America. In addition, we expanded our global footprint in digital and shopper marketing and added to our healthcare resources.

Each and every office and region has been integral to this renaissance. Our open, collaborative culture, fueled by an ongoing influx of top talent, is helping us to set the pace for our industry as a truly one-of-a-kind global powerhouse.

Thanks to many of the most forward-thinking clients in the world, we are breaking new ground in brand experience across every platform and creating lasting consumer connections. We are bullish on the future as our centennial beckons in 2017. ●

## Bates CHI&Partners

**Report by David Mayo** (below left)  
Chief executive officer, Asia  
and

**Johnny Hornby** (below right)  
Chief executive officer



We launched Bates CHI&Partners in 2013 as a joint venture between Bates Asia and CHI & Partners, the UK's most respected independent agency. It was in answer to a clear need from clients to compete less and collaborate more. We now have 14 offices in nine markets in Asia.

On top of a strong margin performance, 2014 saw the build of our unique open-source collaboration model with growth in three areas: global client development, regional client gains and creativity.

It was a solid year for existing clients with growth across our top 10 clients. And we also started new relationships with Pernod, Ooredoo, Samsung, AXA, BMW, Midea and Eva Air among others.

*... our work for Coca-Cola in South Asia was seen over three billion times during the FIFA World Cup*

We made key hires in social, data, digital and engagement planning on top of which we acquired Temple – a highly-regarded creative agency in Bangalore – which we integrated into our India business as part of our growth efforts in this key market.

Creatively we had a good year, with work for Pizza Hut in China beating its closest competitor at the peak Chinese New Year selling time. Our client Johnnie Walker recognised us for 'Digital Best Practice' globally and our work for Coca-Cola in South Asia was seen over three billion times during the FIFA World Cup.

In terms of our profile and reputation, 2014 saw us collaborate with the Tisch Film School, Marvel and The Marketing Society among many others, while we continued our work with WARC, Cannes Lions, IAS and Portfolio Night. As part of our CMO outreach, we interviewed Larry Hama, Martina Navratilova and Lord Puttnam for our series 'Creativity through Collaboration'.

In 2015, we will continue to lead the industry discussion in Asia on open source and 'horizontalty'. From this we will build our reputation, our product and our portfolio of skills as key pillars of our five-year plan. ●



## Commarco

Report by **Christian Tiedemann** (below)  
Joint chief executive officer



In 2014, our top creative flagship brand **Scholz & Friends** was named Agency of the Year at the prestigious Red Dot Awards which honours top design achievements worldwide. And for its top international client, Opel, the agency developed 'Umparken im Kopf' (Repark your Mind), a mindshift for the brand and the campaign of the year, which generated extensive awareness and coverage across all media. At the most important creative award show in Germany, the Art Directors Club (ADC), Scholz & Friends was ranked No.2 with work for Deutsche Bank, Frankfurter Allgemeine Zeitung and Greenpeace.



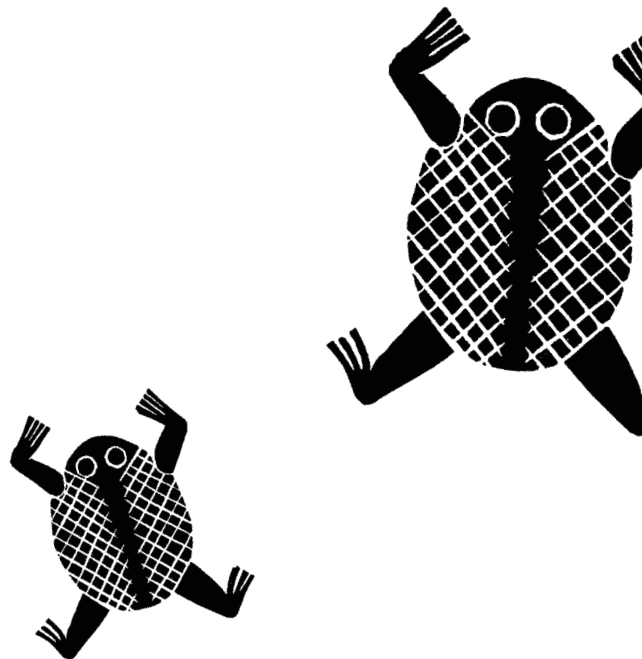
**Frank-Michael Schmidt**  
Joint chief executive officer

Scholz & Friends Zurich won the international USM Haller account and developed a global campaign for its 50th birthday.

Our brands **deepblue networks**, **United Visions** and **iPS** are developing well. **gkk Dialog Group** won Samsung, a further international client for its portfolio. **kkld**, our disruptive digital agency, launched international campaigns for Panasonic and Polaroid and was ranked for the first time amongst the Top 10 agencies in Germany in the ADC's Creative Ranking 2014.

 *Commarco increasingly benefits from the WPP 'horizontality' approach* 

Besides its ability to create truly tailor-made solutions for clients, Commarco increasingly benefits from the WPP 'horizontality' approach, co-operating especially closely with Hogarth Germany and Brand Union as well as specialist agencies across the globe. ■



# Media Investment Management

## GroupM

**Report by Irwin Gotlieb** (below)  
Global chairman  
and  
**Dominic Proctor** (below right)  
Global president

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Regular readers of this report will know that the primary role and achievement of GroupM has been to empower and support the success of our agencies in the highly competitive media market. Through deep collaboration, we have consolidated the activities which benefit from scale,

*Our impartiality enables us to see and deal with the whole media market and thus give our clients a real advantage*

we have built technology and acquired the companies and talent who have helped us achieve our strategic goals and we have partnered with clients, media, and sister companies to deliver a real advantage.

In 2014, our group had another successful year, as described in the following reports from the agencies. Collectively our 25,000 people deserve huge credit and admiration for continuing our success.

We have also taken the time to prepare new strategies and initiatives for 2015 and beyond. By investing in new unified technologies and data management systems, by developing new unified service platforms, by enhancing our specialist businesses and through the acquisition of other specialisms and talent, we expect that we will continue to grow strongly. And we will base this on aggressive anticipation of where we need to go, collaboration, ingenuity and leadership.

Our impartiality enables us to see and deal with the whole media market and thus give our clients a real advantage. With our agencies we have the intelligence to find and create valuable audiences wherever they are, and we have the power to reach and engage them most effectively and efficiently. We will build on this platform and extend the advantage beyond our clients to our people,

the media and our other partners within WPP, like Kantar, with whom we are forging a closer alliance.

We are in an extremely competitive sector and we do not underestimate our challenges, but we look forward to our future with great confidence. ●



## Xaxis

Report by **Brian Lesser** (below)  
Chief executive officer



Programmatic is the most significant evolution in the media business since the advent of the media agency. Programmatic is the future.

The magazines on my desk agree. *Adweek* calls it “a hot concept, and it’s catching on.” *Forbes* emphasizes IDC’s report calling it the “fastest-growing segment of digital advertising over the next few years.” eMarketer predicts that programmatic display advertising will be a \$33 billion market by 2017.

The good news is Xaxis has programmatic media in its DNA.

This explains why, when I think about 2014, one word comes to mind: growth. Xaxis is only four years old. Yet last year alone we’ve accomplished what I like to call the “grand slam of growth.”

More sales. More locations. More clients. More employees.

Now we’re 1,000 people in 40 markets. Plus, we drafted three new players: 24/7 Media, one of the pioneers of Ad Tech; Bannerconnect, the leading trade desk in Europe; and AppNexus, the industry’s largest independent ad technology company. This has energized the Xaxis brand with increased scale. When you combine this scale with our just-launched, proprietary data tool

Turbine – I’ll call this our ‘multi-purpose vehicle’ – then you see why our clients are thrilled and the numbers are going up and to the right.

In 2015, we’ll continue this growth – and approach \$1 billion in sales.

*Xaxis is only four years old. Yet last year alone we’ve accomplished what I like to call the “grand slam of growth”*

We’ll get there, most importantly, by tapping into our purpose statement, ‘Making Advertising Welcome.’ So what does that mean? It’s all about relevance and the emotional relationship that exists between the viewer and the content, on every screen and in every format. That’s why I know we’ll be talking a lot about our video and mobile-first products this year.

Here’s what else we’ll need to get there: more successful audience-targeted advertising campaigns like we did last year, and a new, hard-hitting performance marketing brand launch that will take the industry by storm. ■





## Maxus

**Report by Lindsay Pattison** (below)  
Worldwide chief executive officer

our existing Thai business. We helped GroupM reinforce its position on Nestlé by winning the media business in Canada. Overall close to \$1 billion of new business billings were added in 2014 across our global network of local agencies.

*We are the youngest of the GroupM media agency brands, and we've held onto our hardworking 'challenger' mentality, with lots of fun along the way*

We also welcomed some formidable talent to the Maxus family in 2014. Former Omnicom executive, Steve Williams, took the helm of our North American business and has set about creating an agency built around the 'idea' and focused on client growth. Our succession planning is working really well, with Ajit Varghese becoming APAC CEO and Nick Baughan taking over as UK CEO just as Maxus UK was crowned Agency of the Year by *Media Week*.

Media is now much higher up the wider business and political agenda; it can affect mass global attitudes and bring about tangible change. In 2014, we developed communications with purpose, helping Tata Tea India to drive the female empowerment agenda with 'Power of 49' (and win Crème de la Crème in WPP's WPPED Cream awards) and collaborating on a cross-WPP team for the Climate Reality Project campaign, 'Why? Why Not?'.

I'm fiercely proud of Maxus' work and look forward to 2015, which will see us continue to evolve and lean into change for our inspiring clients. ●



As the newest media agency CEO to contribute to this report, it's a great privilege to update you on our network.

2014 at Maxus was characterised by continued growth and evolution of our capabilities and services to our clients. We are the youngest of the GroupM media agency brands, and we've held onto our hardworking 'challenger' mentality, with lots of fun along the way.

We consolidated our largest account globally – adding the digital brief to our NBCUniversal North America relationship. We extended our multi-market relationship with L'Oréal by winning its Nordics brief and defending

## MediaCom

**Report by Stephen Allan (below)**  
Worldwide chairman and chief executive officer



At MediaCom, we believe that everything is connected – and this belief has led us to fundamentally change our business. We don't call ourselves a media agency any more; instead we've re-invented ourselves, becoming The Content + Connections Agency.

This has driven how we optimise our clients' entire communications systems, rather than just focusing within individual channel silos. In short, we've become Systems Thinkers, creating distribution strategies for our clients' content and ensuring there are no consumer dead-ends on their path to purchase.

***We don't call ourselves a media agency anymore; instead we've re-invented ourselves, becoming The Content + Connections Agency***

Our unique 'Systems Thinking' approach, fuelled by our Content + Connections positioning, is delivering transformative business results for both our clients and us. Last year alone, we won an unparalleled \$3.9 billion of new business, +21% versus 2013. Our new Content + Connections positioning and planning process were central to extending relationships with a number of existing clients, including Fonterra, Indeed, Merck, Procter & Gamble, Sony, Mars and The Coca-Cola Company. Mars awarded us their global planning, following a competitive review, while our relationship with The Coca-Cola Company continues to expand, from just one market a few years ago to over 25 today. Additional new business wins included iconic brands such as Anheuser Busch InBev, DOCOMO and eBay. As a result we now work with a third of the world's top 30 advertisers.

Industry recognition has come, in part, from RECMA's global agency measurement criteria. We are ranked No.1 and No.2 for new business and overall agency evaluation, respectively. Additionally, we have won Agency of the Year awards for 2014 in Asia Pacific, Germany, India, Poland, Singapore, the UK and US.

When I took over as worldwide CEO in 2008 I said that we wanted to become the world's No.1 network – a bold objective. With our new Content + Connections positioning, I have every confidence that 2015 will see us move ever closer towards that objective. ●

## MEC

**Report by Charles Courtier** (below)  
Chief executive officer

This year has been a paradox – the commercial context has been tough, but we have made huge progress as a network.

We stuck well to our core priorities: New Business. Digital & Data Shift. Client Centricity. Talent.



In new business we had one of our best years ever, winning \$2.3 billion annualised billings. Our focus and approach is paying dividends everywhere. There was Vodafone (the biggest pitch of 2014), Tiffany & Co globally, BGL/Comparethemarket.com in Europe, Nestlé in Australia, Daimler in APAC, El Palacio de Hierro in Mexico and Netflix in multiple markets. Exciting new e-commerce clients continue to multiply in India, with our Bangalore office especially rocketing with growth.

North America was our best-performing region and in new business they had a transformational year. We're seeing a momentum building there which will be very exciting to watch in 2015.

The Digital & Data shift plan is transforming our business for the future, changing the shape and scope of what we do. Today more than 50% of MEC's revenues comes from digital and data activities.

We made important management changes. Renato de Paula joined as CEO for Latin America; our new team in the UK under Jason Dormieux and Stuart Bowden had a fantastic first year at the helm. We named our global chief talent officer, Marie-Claire Barker, who joined from Ogilvy & Mather and we have big plans brewing in how we attract, develop and nurture talent. In the end it's all about our people and giving them the opportunity to thrive at MEC.

*Today more than 50% of MEC's revenues comes from digital and data activities*

Looking at 2015, we start in a positive place, right around the world. We will need deeper and faster change in our digital and data capabilities as well as capitalising on the momentum we've built in North America, Latin America and in talent management.

The key is to stay true to MEC's core purpose: Growth – of our clients' business, of our people and of our industry.

## Mindshare

**Report by Nick Emery (right)**  
Chief executive officer

Our view is that everything begins and ends in media, from equations that would challenge a 'beautiful mind' to Hollywood, from digital shelf space to addressable content. All humankind can be mapped and engaged. At the same time we face the dual pressures of low inflation and a slowdown in the South and East of the world. Mindshare is better served than many of our competitors with a more balanced global footprint. We were born in Asia and continue to lead there as well as a growing presence in Africa and the Middle East.

Our approach in 2014 was based on the twin pillars of Automation and Invention.

Automation is rooted in technology, to drive both efficient reporting and programmatic media, leading to the creation of outcome-based solutions that marry expertise in branding with addressability. A key part of this is working closely with Kantar to create integrated and actionable targeting solutions.

***We now have 26 Loop rooms around the world which bring together data and insights for our clients into one actionable arena***

In the area of Invention we have created a content partnership with POSSIBLE, Content+, to address the challenge of fast-moving micro-content, as well as Life+ on wearable technology and Audio+ with Shazam. We launched The Loop – the first tool of its kind that enables clients to plan more adaptively and to benefit from more collaborative and adaptive decision-making powered by data, as well as the ability to shift media spend quickly to leverage opportunities uncovered by real-time data during campaigns. We now have 26 Loop rooms around the world, which bring together data and insights for our clients into one actionable arena – one of the many ways we are



delivering integrated solutions addressing the complexity of media and plurality of data sources.

Automation and Invention are underpinned by our values of speed, teamwork and provocation. We believe that working quickly as a team with the aim of challenging convention is the key to fulfilling media's potential.

This approach in 2014 saw us win \$1.5 billion of new business and Agency of Year and Digital Agency of the year accolades in Canada, China, Hong Kong, Indonesia, Malaysia, Pakistan, Peru, South Africa and Vietnam. We also garnered 20 Effies and, importantly, two WPP Atticus awards! ■



## tenthavenue

**Report by Rupert Day** (below)  
Chief executive officer



In 2014, tenthavenue consolidated its position as a leader in building and delivering content, which aligns brand objectives with consumer need in out-of-home (OOH) environments. From retail to transit – through our specialist companies **Candyspace**, **Forward**, **Joule**, **Kinetic**, **Spafax** and **TMARC**, consumers can engage with that content however they choose, whether via a large digital display or through their personal device.

To deliver on this, we formed additional divisions, such as **Kinetic Active**, which builds physical, digital screen and hand-held device creative experiences aligned with **Kinetic's** core media business, bringing together content and media based on our understanding of the consumer 'on the move'.

In 2015, we intend to go further: to build the backbone of consumer-led, advertiser-owned channels. This will enable brands to start to create, versus buying audiences at a much larger scale. We are building on our existing global content relationships, new local content partners and our own technical capability to deliver that content in a multiscreen world across different devices.

Our solutions address the differing demands in mature and growth markets, taking into account consumer need, data cost and device functionality.

The quality of the brand experience relies on bringing data, content, technology and media together, so in 2014 we increased our integration with new and existing

***In 2015, we intend to go further: to build the backbone of consumer-led, advertiser-owned channels. This will enable brands to start to create, versus buying audiences at a much larger scale***

partners across all of the above to deliver a seamless offer, as well as bringing additional expertise in house.

Innovative product development and financial success was achieved across all our businesses in 2014, with additional assignments from Coca-Cola, Unilever, Mazda, Jet Blue, Tesco and Yum! Brands. Many thanks to all our clients, people and partners for a great 2014 and for what I expect to be an even better 2015. ■

# Data Investment Management

## Kantar

**Report by Eric Salama** (sixth right below)  
Chairman and chief executive officer

Averages hide more than they reveal. Earlier this year I flew from Mumbai (32°) to New York (-20°). The average temperature of six degrees didn't help me plan how to dress or pack!

There is a danger that we discuss our year in generalities and averages. But at a time when our industry is changing so fast, much of what is important is actually on the edges. Our leading indicators are how we are faring with the most innovative clients, with the most technologically-advanced partners and with our most demanding employees, measured against the goals we have set ourselves:

- To be the innovators who are revolutionising our industry, allowing clients to buy both cheaper, faster, more real-time and deeper insights.

- To help our clients deliver with impact in their organisations.

- To deliver the best marketing effectiveness and ROI solutions to our clients.

Against this agenda, how did we do in 2014 and how are we set for 2015?

### Innovation

By any measure we have had an outstanding year in innovating our offer and in leading the industry. Our focus has been on revolutionising surveys and fusing data sources.

**Left to right: Lynnette Cooke**, CEO, Kantar Health; **Steve Pattinson**, Joint CEO, Kantar Retail; **Thomas Puliyeel**, CEO, IMRB; **David Day**, CEO, Lightspeed GMI; **Joel Benenson**, CEO, Benenson Strategy Group; **Eric Salama**, CEO, Kantar; **Bart Michels**, CEO, Added Value; **Travyn Rhall**, CEO, Millward Brown

We launched a range of self-service products (e.g. Millward Brown's *eStatic* and *LinkNow*, which test advertising creative, and TNS's *Evaluate Express*), which give clients the ability to carry out fast turnaround

**Our investment and acquisition activity has brought innovative capabilities and world-class engineers, data analysts and management teams into Kantar**

research themselves. We introduced end-to-end process automation into the way we collect data through our panel operation Lightspeed GMI and in the delivery of services such as TNS *Conversion Model*.

In addition, we progressed on our path to collecting all our data digitally; partnered with Google Consumer Surveys to enable us to survey specific behavioural segments; launched Twitter TV ratings to enable the industry to understand the interplay between TV viewing and Twitter in the UK and Spain with 58 more markets to come; and worked with WPP's The Data Alliance to incorporate a host of new sources of data.

Our investment and acquisition activity has brought innovative capabilities and world-class engineers, data analysts and management teams into Kantar. The



acquisition of XTEL and investment in Planorama gives Kantar Retail sales planning software and an ability to monitor point-of-sales activity in real-time. The integration of Insight Express into Millward Brown Digital gives us the leading digital marketing effectiveness capability in the US; and the acquisition of Effective Brands and the subsequent creation of Millward Brown Vermeer gives us the best marketing consulting capability around.

The investments in comScore and Rentrak and the acquisitions of IBOPE and Civolution enhance Kantar Media's ability to measure audiences on any device in the US, Latam and the rest of the world. The acquisition of Guardian Digital Agency (now rebranded as Graphic) brought in a team of 25 of the most talented data visualisers in the world; while the acquisitions of Evidencias in Brazil and Precise in the UK give Kantar Health and Kantar Media respectively the leading players in health outcome/management expertise and news monitoring in those markets.

Our focus on innovation is not for its own sake – it is to meet client needs proactively, put us at the heart of marketing decisions in the new world and help our clients

be more successful. And it is rewarding to see so many of our newly-developed capabilities driving better work with multinational clients as diverse as Kellogg's (in retail), Unilever (in targeting), Unicredit (in use of social media), Verizon (in strategy), Ford (in digital) and with many big national players across Asia, Africa and Latam.

**It is rewarding to see so many of our newly-developed capabilities driving better work with multinational clients**

Our companies continue to lead the way in thought leadership, with publications such as TNS' *Connected Life*, Millward Brown's *BrandZ*, Kantar Retail's *PoweRankings* and Kantar Worldpanel's *Brand Footprint* garnering a good deal of both media and client interest.

#### **Delivering with impact and helping clients achieve more**

Our ambition is to be at the heart of modern-day marketing and to help our clients achieve more. Our innovation agenda is a means to that end. We can see evidence of client success in a number of places:

**We are attracting new types of clients.** The work that Benenson Strategy Group does with BuzzFeed and Hotwire; our partnerships and client relationships with Facebook, Google, Twitter; our expanding relationships with Microsoft, Apple and Samsung are there for all to see. And it is always satisfying for our talent to be used to help clients in pursuit of social goals – such as Unilever and sustainability, the US Freedom-To-Marry coalition, the Senti Foundation helping mentally disabled people enter the workforce, UNICEF Pakistan on child immunisation, the Gates Foundation on child morbidity in India and a variety of projects across Africa.

**We have won numerous awards for our client work.** Millward Brown and Added Value won ARF Ogilvy Awards for their work on Coca-Cola, HP, Bank of America, ESPN, Pfizer and J.Jill. Lightspeed's Jon Puleston has won many accolades at Esomar Asia and UK MRS for his work on questionnaire design and predictiveness, Alex



Above, left to right: **Hidehiko Otake**, CEO, Kantar Japan; **Phil Smiley**, Joint CEO, Kantar Retail; **Richard Ingleton**, CEO, TNS; **Josep Montserrat**, CEO, Kantar Worldpanel; **Mark Inskip**, CEO, The Futures Company; **Andy Brown**, CEO, Kantar Media

Johnson won at Esomar for his work on wearable devices and Pallavi Dhall was named Esomar Young Researcher of the Year. Kantar Health won ISPOR and AIFMA awards for client work in the US, Spain, the UK and Asia; while TNS Nigeria and IMRB in India took their national Best Agency awards.

● We are working well with other WPP agencies, horizontally, to deliver better insights and, crucially, to enable our insights to be used more effectively within client organisations. Some examples: Kantar Worldpanel partnered with GroupM agencies to win pitches for Coca-Cola in Mexico, P&G in Latam and has a range of effectiveness tools in place with them; TNS partnered with Wunderman to enable previously-identified segments be activated for IHG; Kantar Health partnered with Ogilvy CommonHealth to help Pfizer increase awareness of painful diabetic neuropathy; Added Value is working with J. Walter Thompson to help Singapore bring to life the value of its national brand; and Benenson Strategy Group is working with a host of WPP agencies to help Bank of America return to its leadership position.

### 21st century marketing effectiveness and optimisation

This has never been more important. New media owners such as Google, Facebook and Twitter grow their revenues by being able to demonstrate how spending on their platforms works and the impact it has. At the same time, advertisers are faced with a proliferation of audiences and media channels need to know where and how to engage with their audiences.

● *Our Kantar Worldpanel panels are the industry standard for understanding purchase behaviour in all key growth markets* ●

Our approach is pretty simple to describe, harder to do... understanding what people buy and why, for all audiences, all media, globally! In doing so we are building up a unique array of proprietary data and augmenting it with third-party data through partnerships. Our Kantar Worldpanel panels are the industry standard for

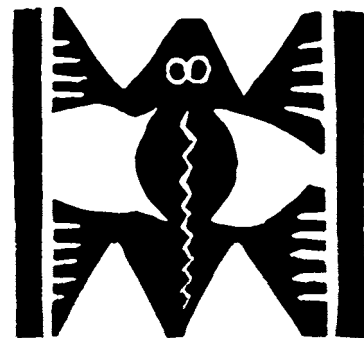
understanding purchase behaviour in all key growth markets such as China, India, Indonesia, Brazil, Mexico and Nigeria and we augment them with data that Kantar Shopcom and partners, such as i-Behavior, get through loyalty and credit card sources. Kantar Media measures audiences across Latam, the US, Europe, Middle East and Asia and – as we do in markets such as the UK – measures those audiences on TV, tablets, mobile and players.

Clients need and want to understand consumption, audience and brand patterns and drivers. Increasingly, we are fusing these to enable clients to understand how media activity drives a change in perceptions of a brand and its consumption. This work, which has been piloted and rolled out in markets as diverse as the US, the UK, Brazil, Spain, Vietnam, India and China, has been used by clients to understand media effectiveness and optimise their spend.

The profiles we develop – privacy-compliant and at an individual respondent or household level – will increasingly form the basis for the programmatic work we do with agencies as they seek to plan and buy media audiences.

### Our contract with our people

Our ability to have impact is inexorably linked to the quality and capability of our own people and that of our clients. Kantar Health, Kantar Worldpanel and The Futures Company have all won awards around the world as one of the best places to work. For all of the talk of technology, we must make sure that we deliver to those people who make us what we are. ●





## Public Relations & Public Affairs

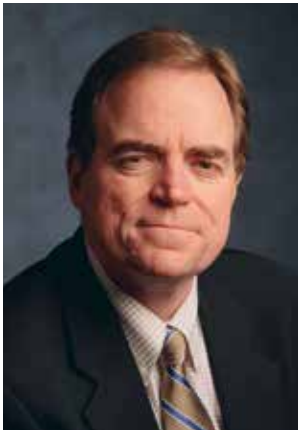
### Hill+Knowlton Strategies

**Report by Jack Martin** (below top)

Global chairman and chief executive officer  
and

**Michael Coates** (below)

President and chief executive officer, The Americas



For an established company with extensive brand recognition and a legacy of influence, there is always a temptation to rely on what is tried and true. We've actively been challenging ourselves at every step to take a fresh approach – integrating our reputed talent with new investments to adapt to an ever-changing public relations industry.

Traditionally, we have offered masterfully-constructed stories, connecting with key audiences to amplify our messages. We have been taking this methodology further with recent acquisitions of leading boutiques around the world that have been incubating new strategies for achieving our clients' goals.



We acquired Group SJR, a boutique in the US with a Pulitzer Prize-winning team of writers, world-renowned visual storytellers and adept data analytics specialists, to produce a constant stream of content that serves our clients' interests and reaches previously untapped markets. Our purchase of Ascentum in Canada strengthened our offerings in the public engagement space, which emphasizes

building consensus before stories are told and working closely with stakeholders. We expanded our digital marketing, storytelling and branded content creation capabilities through the acquisition of China-based Rice5, an award-winning digital creative agency.

*Through the lens of digital, data analytics and original content creation, we continue to reinvigorate our clients' approach to marketing and public relations*

Other transformations continue to take place inside Hill+Knowlton Strategies. We identified emerging leadership and talent and, over the past year, have reconstructed our global regional network around these leaders. We have developed innovative products that unify digital, content and traditional offerings. Flight School, for instance, offers an immersive crisis simulation experience. Our product Influence Point is a customized approach for our clients to reach influencers through online advertising.

Through the lens of digital, data analytics and original content creation, we continue to reinvigorate our clients' approach to marketing and public relations. The way we're transforming our business merges science with wisdom and innovation with influence. In fact we've titled our business plan 'Innovating Influence.' This is our new narrative. ■

## Cohn & Wolfe

**Report by Donna Imperato** (right)  
Chief executive officer

2014 was a record year for Cohn & Wolfe. We achieved top- and bottom-line double-digit growth, won multiple awards for our integrated work, launched a truly global thought-leadership platform that drove interest from top CEOs and beat our biggest and fiercest competitors in numerous high-profile new business pitches.

Cohn & Wolfe's evolution into an integrated communications agency is driving our growth. Our bold move in mobile made headlines with the launch of a new Mobile Engagement unit, ME-24, in partnership with global mobile marketer Joule, a tenthavenue company. We strengthened our research and insights group, formalized our Paid Media approach and advanced our Digital Healthcare offering to build fully-integrated programming for clients across all practices.

***Cohn & Wolfe's evolution into an integrated communications agency is driving our growth. Our bold move in mobile made headlines***

To harness the unique way that Cohn & Wolfe fuels the synergy between left- and right-brain thinking, we introduced a proprietary *Dig Deeper. Imagine More.*™ Process. This approach marries science and creativity and has led to more inspired, effective and creative programming for clients and prospects. Our global *Authentic Brands* study led to unprecedented buzz and visibility in the C-suite, which resulted in significant new business opportunities in multiple markets around the world. The study examined corporate behaviors that are valued in an authentic brand, which informed our new service that helps clients build their *own* authentic brands.



And the industry took notice of our achievements. Our groundbreaking work received major recognition, including two Health Lions at Cannes, two WPPED Cream awards, a Global SABRE and *PRWeek*'s Consumer Launch Campaign of the Year. For the second year, we were one of only three large agencies named a *PRWeek* Best Place to Work.

All of this great momentum secured invitations to some of the industry's most lucrative pitches. We had a record year of winning new clients including Sanofi, Alcon, Novartis, Tourism Fiji, Twinings, United Airlines and more.

We continue to grow our presence in high-growth geographic regions, raising our Asia Pacific footprint to 10 markets with the opening of a wholly-owned office in Thailand and we're aggressively exploring new expansion opportunities for 2015. Our global specialty companies, GCI Health (see page 78) and AxiCom, also performed well with significant new wins and strong organic growth.

We expect to deliver another fantastic year in 2015, as we continue to add outstanding talent, deepen our integrated offerings and build our global reputation. ■

## Finsbury

**Report by Roland Rudd** (below top)  
Chairman  
and  
**Michael Gross** (below)  
Chief executive officer

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Our company, previously RLM Finsbury, rebranded in 2014 as Finsbury, underscoring the transformation over the past three years into a global company that provides sophisticated, on-the-ground strategic communications

counselling, wherever its clients or their challenges may be.

With offices in the UK, the US, mainland Europe, the Middle East and Asia, Finsbury provides expert strategic advice and execution to clients around the world on multichannel interactions with ever-widening audiences – media, financial markets, employees, customers, governments, policymakers,

regulators and other important stakeholders.

In December, *Mergermarket*, an independent mergers and acquisitions intelligence and data service, named Finsbury the European PR Firm of the Year at the organization's annual awards presentation. Winners were chosen based on a thorough analysis of *Mergermarket*

league table data and scrutiny by an independent panel of judges. The honor follows a September 2014 announcement that Finsbury was judged Best Financial Consultancy in the World by *The Holmes Report*.

For the year, revenues increased as Finsbury continued to develop its global influence in corporate reputation, financial and transaction communications, public affairs and crisis management, managing complex, high-profile cross-border assignments for companies including AstraZeneca, Walgreens Boots Alliance, and Starbucks, as well as major corporate and M&A assignments for Toyota, Aviva, United Health Group, Sky and Reed Elsevier. ■

## HERING SCHUPPENER

**Report by Ralf Hering** (below)  
Principal partner and chief executive officer

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HERING SCHUPPENER is the leading strategic communications consultancy in Germany with 160 consultants specialising in strategic communications

solutions for companies in mission-critical situations such as M&A transactions, IPOs, restructuring and change processes, CEO transitions as well as crises. We advise more than 150 clients across all major industries in reinforcing their reputation and managing their corporate brand, in management and controlling of international communications activities, in issues related to corporate and public affairs on national and EU level as well as in long-term media and investor relations activities. We also have a powerful healthcare arm working with the pharmaceutical industry on communications strategies.

In 2014, we remained at the top of the *Mergermarket* rankings for M&A transactions in Germany, now for over a decade, and advised our clients on 30 transactions involving German companies. It was a year of solid growth for us, both in revenues and results. ■



# Branding & Identity

## B to D Group

### Report by Simon Bolton

Worldwide chief executive officer, Brand Union and FITCH,

### Lois Jacobs

Chief executive officer, Landor Associates and

### Rob Horjus (below)

Chief finance officer and chief operating officer, B to D Group



Early in 2014, Landor, FITCH and Lambie-Nairn welcomed new leadership, who introduced more relevant ways of going to market.

Landor launched its agile brands platform. FITCH, under common leadership with Brand Union, combined its retail offering with Brand Union's 'experience belief'. Lambie-

Nairn refocused its offer around a philosophy of dynamic brands, with motion graphic identity design for screen-based media, and repositioned its brand guardianship to that of brand optimization.

Performance results were mixed, highlighted by revenue and profit growth in Lambie-Nairn, VBAT and The Partners.

Many respected brands added the B to D Group to their rosters, including Azerfon, Siemens, ChevronTexaco, Lowe's, CBRE, Banco Popular, Intercontinental Hotels

Group, Tata, Maybelline, Philips, SunGard, British Land and Novartis.



As a group, we are committed to addressing our client's needs by expanding our offer and developing new markets. To do this we will seek out and hire the best talent and supplement our broad base of services by acquiring complementary businesses.

### Jim Prior

Chief executive officer, Lambie-Nairn and chief executive officer, The Partners

## Addison Group

Addison Group continued to expand its capabilities beyond its core strengths in corporate communications. Projects throughout the year included corporate branding, advertising and promotions, sports marketing and digital publishing.

## Lambie-Nairn

With a new CEO and a refocused offer, Lambie-Nairn had strong top- and bottom-line growth. There were several high-profile creative projects, including the award-winning work for Invictus Games, while key client relationships have been strengthened across all markets.

## The Partners

The Partners' expansion into South-east Asia is showing dividends with several high-profile pieces of work launching, contributing to the company's growth in 2014. Ranking No.1 in the brand category in the *Design Week* creative survey reaffirms The Partners' market position as the leading creative agency in its space, and was a highlight in the company's second best year ever for creative awards won.

## PeclersParis

2014 was another year of top-line growth for Peclers, driven by a double-digit increase in trend books sales, new beauty and cosmetic clients and new consulting business in China. A milestone was reached with the launch of Peclers(+), a unique digital platform providing curated trends and insights online to fuel designers' creativity.

## VBAT

VBAT's performance improved in 2014, with steady growth in the second half of the year. The retail business in particular has shown a significant increase, with international projects for ABC (Lebanon) and Woolworths (Australia). Relationships with key clients Heineken Company and Friesland Campina continue to prosper along with significant new business from Philips.

**See also reports on: Brand Union, page 74; FITCH, page 75; and Landor Associates, page 54.**



## Brand Union

Report by Simon Bolton (below)

Worldwide chief executive officer



Experiences form the basis of all kinds of human relationships, with other people and with the world around us. We believe, more than ever, it's just the same for brands. Brand experiences create emotional attachment, building satisfaction and loyalty. Hence our belief: 'the experience of the brand is the brand'.

During 2015, John Shaw, recently appointed worldwide head of strategy and planning, will lead work to enrich our proprietary methodology – the Experience Imprint – with data, analytics and research, in collaboration with Kantar. This will drive deeper insights into brand performance and growth opportunities. The approach will be embedded around our network.

2014 was a challenging year, but we made pleasing progress with key clients and, geographically, Asia Pacific was a highlight. Whilst the overall trading environment remained cautious, we won assignments from major clients around our network: Pernod Ricard, IHG, Banco Popular, ENN Holdings, Oppo China Mobile, Mengnui, Telekom Malaysia, Qatari Diar and Tata/SIA (Vistara).

*2014 was an outstanding year for home-grown talent*

Brand Union was named Agency of the Year by *Marketing* magazine in Singapore for the second consecutive year. Our Absolut 'Craft' work was recognised in the Euro Red Dot Packaging Design Awards, and was shortlisted at Cannes.

2014 was an outstanding year for home-grown talent. Jonny Westcar stepped up to managing director for our London office. Monica Lee and Graham Hitchmough were promoted to become regional directors in North and South Asia respectively, and Kagiso Musi joined us from The Jupiter Drawing Room as managing director, Johannesburg.

Our regional leadership was further strengthened with the appointment of Majdoleen Till to managing director, Dubai, and Tobias Phleps to CEO, Germany, where we have recently opened a new office in Berlin. We also completed the acquisition of Epigram in São Paulo, extending our presence in the Americas. ■

## FITCH

**Report by Simon Bolton** (pictured on page 74)  
Worldwide chief executive officer

World Cup fever held us in its grip in 2014 and FITCH was at the heart of the action. The dramatic ‘#allin or nothing’ adidas brand campaign embodied what we mean by Experience Signatures – powerful branded interactions, using human rituals empowered physically and digitally.

adidas’ World Cup sales success demonstrates the commercial value exceptional omnichannel experiences can bring to business; you’ll see more evidence of this from us in 2015.

*We have created three distinct regions in North America, EMEA and Asia Pacific, led by regional CEOs who will work closely with their management teams and each other to continue to build FITCH’s reputation and business opportunities*

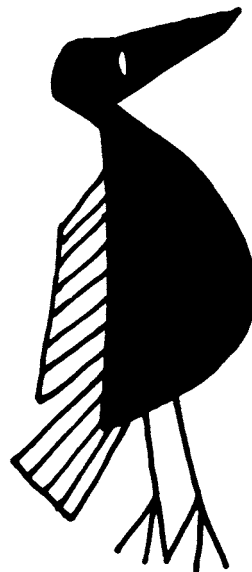
It was an eventful year on many other levels. We were awarded significant new assignments from major clients such as Dixons Carphone, Philips, Procter & Gamble, H&M and Asian Paints.

Both our people and our work were well recognised in major international events and award shows. The responsive identity we created for the Qatar Football Association gave us a Design Lions shortlisting at Cannes.

FITCH was named Design Firm of the Year for the fourth year in a row at the design:retail Portfolio Awards, acknowledging, in particular, the US team’s stand-out work for luxury home appliances retailer PIRCH, with whom we’re building a flagship store in New York this year.

VIVID Homes, the home renovation brand we created with B&Q in China, continues to pick up awards globally, most recently the RDI International Store of the Year’s Toshiba Technology Award for Innovation. With its in-store coaches, online tools and 4-D simulator, VIVID sets the standard for seamless experience across physical, human and digital touchpoints.

Amidst all of this activity, 2014 was also my first full year as CEO of FITCH worldwide. We have consolidated our global studios, creating three distinct regions in North America, Europe, Middle East, India and Africa (EMEA) and Asia Pacific, led by regional CEOs who will work closely with their management teams and each other to continue to build FITCH’s reputation and business opportunities. ■



## Healthcare Communications

### Ogilvy CommonHealth Worldwide

Report by **Matt Giegerich** (below)  
Chairman and chief executive officer



The healthcare marketing ecosystem is its own dynamic domain. While daunting for some, Ogilvy CommonHealth Worldwide has been uniquely able to adapt, innovate, lead and thrive in this environment – and the year 2014 was no exception.

We were able to further expand and diversify our global roster, representing a growing portfolio of big pharma, biotech, CPG and specialty-based clientele. We continued to reshape our global network to best match the needs of the marketplace, establishing a new office in Dubai and realigning our healthcare communications practices within the Asia Pacific region.

We made purposeful investments in talent with the addition of vital new leaders in digital strategy, social networking, payer marketing and integrated client service. And in the latter part of the year, we acquired Element

Marketing Group, now Ogilvy CommonHealth Market Access, to provide clients with unmatched capabilities in payer data, digital solutions and marketplace pull-through.

We broadened our array of client services with new planning approaches that leverage health behavior insights and economics, and proprietary tools and partnerships in the areas of digital content, social listening, data and analytics. We bolstered our industry prominence with 178 thought leadership publications and speaking engagements, and won over 40 awards for creativity, spanning every discipline and region. These efforts are clearly paying off, as indicated by the nearly 200 new business opportunities engaged around the world.

*We made purposeful investments in talent with the addition of vital new leaders in digital strategy, social networking, payer marketing and integrated client service*

Looking ahead, as we continue to align our organization behind the dual pillars of creativity and effectiveness, I'm pleased to share that we have formed a global creative council to ensure our organization remains universally focused on achieving the highest creative performance at all times and in all things. And we will maintain the focus of these ideals within our WPP team-based accounts, representing our largest and most important customers.

Finally, with the topic of health and wellness now omnipresent and blossoming to include more and more brands, categories and manufacturers, in tandem with our partners across the Ogilvy & Mather and WPP networks, we look forward to cultivating an even broader range of B2B and B2C health-oriented clients, furthering our unique passion and purpose in the mission-critical realm of health behavior change. ●

## ghg (greyhealth group)

Report by Lynn O'Connor Vos (below)  
Chief executive officer




ghg (greyhealth group) achieved significant growth again in 2014 (achieving double-digit levels across three of our US offices) fueled by assignments in oncology, women's health, vaccines, animal health, dermatology and health technology. The agency launched several new pharmaceutical products, and created innovative campaigns in smoking cessation, women's health and vaccines.

We added new multichannel partners and services to meet the demands of the changing health landscape. We are addressing global health legislation changes, including the US's Affordable Care Act, with value-based positioning and health-outcomes models of care. New senior leaders joined us, most notably Ben Ingersoll in the role of chief creative officer, to elevate our creative work around the world.

It's a very exciting time to be in healthcare marketing. Innovation, entrepreneurialism and customer-centricity rule the day, creating tremendous promise for consumers worldwide. The evolution of health IT, exponential growth in wearables, mobile dominance, and consolidation across pharma and health-delivery systems have created unprecedented opportunities for ghg.

We believe *Communication is the Cure™*, and we are actively investing in research and platforms to make this belief a reality. Our leadership team is comprised of change agents, who speak, publish, and establish initiatives (code-a-thons, *Health Spoken Here* forums, etc.) in order to engage health and technology influencers. ghg launched Stream Health with our WPP partners, bringing together 200+ leaders in health, wellness, technology, digital and communications. This first health 'unconference' was a dynamic event. Attendees shared ideas, technology platforms, strategies and business plans that addressed the changing world of health, wellness and healthcare delivery.

 *The evolution of health IT, exponential growth in wearables, mobile dominance, and consolidation across pharma and health-delivery systems have created unprecedented opportunities for ghg* 

ghg also continued its strong tradition of philanthropy in 2014. We contributed our strategic guidance and innovative creative to the Jed Foundation, Jericho Project and the Helen Keller Foundation. We formulated a digital strategy for INMED Partnerships for Children, and continued to support *Text4Baby*, the most successful mobile health initiative in the US. 



## GCI Health

**Report by Wendy Lund (below)**  
Chief executive officer



GCI Health, WPP's award-winning global specialty healthcare PR agency, continued its record growth in 2014, which was fueled primarily through an expansion of key offerings, growing our account base with a number of significant new business wins and regional development. Our global footprint continued to expand with the doubling in size of our London office.

In an ever-transforming landscape that makes healthcare innovation complex, GCI Health created *Let's Do Something Different*, a commitment to take time every day to harness our shared passion for healthcare public relations and challenge ourselves to “doing something different” for our customers, community, colleagues and company.

GCI Health's expanding media team, consisting of former reporters and agency professionals who possess critical knowledge on the ins and outs of working with news rooms and an incredible talent to shape meaningful and compelling stories, has been noted as one of the most prominent in the industry with a superb track record of major news placements. Our digital capabilities also grew tremendously in 2014 and have been recognized with numerous digital and social media awards.

In 2015, GCI Health will continue its mission to be the best healthcare PR agency in the world. The top-notch quality of our staff, cutting-edge programming, unparalleled dedication and service to our clients, makes us a leader in healthcare communications. ●

**GCI Health's expanding media team... has been noted as one of the most prominent in the industry with a superb track record of major news placements**

Building on the growing needs of our clients to ‘put patients first,’ GCI Health launched *Patients at the Center*, an initiative aimed at uncovering the most innovative, effective ways of putting patients at the forefront of communication strategies. GCI Health also expanded its consumer health specialty – launching *GCI Healthy Living* – to encompass the growing global obsession with wellness. This new specialty focuses on industry trends and how best to communicate the most appropriate wellness paths and solutions to enhance consumers' lives.



# Direct, Digital, Promotion & Relationship Marketing

## AKQA

Report by Ajaz Ahmed (below)  
Chief executive officer



At AKQA we believe in the imaginative application of art and science to create beautiful ideas, products and services.

With an entrepreneurial, collaborative approach we design digital services and applications that capture the imagination, delivering impressive returns for our clients. Here are four examples of AKQA's uplifting creativity and ideas in 2014 that inspired people in unexpected ways:

● In China, Nike Rise put the next wave of players through their paces on the world's first interactive LED basketball court. Exploiting motion-tracking and reactive visualisation to create a pinnacle experience, teach the fundamentals of basketball and push the boundaries of sports training. Rise captured the imagination of a nation and beyond, inspiring kids across the world to play the game.

● The Dyson Link app provides complete control of Dyson's 360 Eye™ robot vacuum to achieve the best automated cleaning. Dyson Link enables owners to start, pause or schedule cleaning sessions from anywhere.

● Vodafone Firsts connects people with technology to help realise their dreams. As part of the series, we introduced the world to two ladies in their 70s who had never flown before, documenting their life-changing journey aboard their first flight. Another first saw a young veteran run 31 miles across London in the shape of the world's biggest poppy, guided by a smartphone, on behalf of the Royal British Legion.

... the most powerful force  
in the universe isn't technology.  
It's imagination

● Attracting talent that is passionate, curious, inventive, that cares about ideas and making a difference for clients remains our priority. Each quarter, multidiscipline makers and thinkers are chosen to spend 12 weeks at AKQA's Future Academy. Their mission: don't just think it – make it. Future Academy helps nurture the next generation by giving them the canvas to create, and the coding tools to realise their creations.

As these examples demonstrate, the most powerful force in the universe isn't technology.

It's imagination. ●

## How we're doing

Direct, Digital, Promotion & Relationship Marketing

## Geometry Global

**Report by Steve Harding** (below)

Global chief executive officer



After launching our agency with a proposition to develop highly strategic and creative solutions that drive conversion in the activation and shopper space, 2014 was a year of rolling up our sleeves and delivering on the promise made at launch. In our first full financial year we took significant steps toward enhancing the structure, capabilities and culture of our agency in order to transform our clients' business.

We opened offices in Ecuador and Venezuela and strengthened our presence in Australia and China through joint ventures and an acquisition. We formalized our network footprint in the Middle East with five new offices with Dubai serving as anchor in the region. Internally, we launched our unique strategic methodology – *Leonardo* – and creative philosophy – *Pivotal Ideas* – and have been working to embed these across our 56 markets to bring a unified Geometry approach to our clients' challenges and opportunities.

We are proud to have expanded our relationships with Unilever, Heineken, Volkswagen and Coca-Cola, with whom we will be partnering on key global shopper programs across multiple markets. We are also proud that Geometry led the

*2014 was a year of rolling up our sleeves and delivering on the promise made at launch*

WPP consortium that won the General Mills business, together with sister companies Rockfish, Barrows, Bravo and Kantar Retail.

Through all this, we haven't lost sight of why we come to work each day – to inspire people to buy well and enable brands to engage with people in meaningful and mutually beneficial ways. The campaigns we create are fuelled by this passion and have won accolades from the industry. In 2014, we won over 550 awards, with excellent performances at Cannes and the Effies.

In 2015, we will continue to build upon all these strengths and fully leverage our tools and approaches so that Geometry becomes irresistible to new clients, indispensable to existing ones, and a magnet for talent across the globe. ●

# Specialist Communications

## Report by Mary-Ellen Howe (below)

Chief operating officer, Specialist Communications, North America and

## Laurence Mellman (next page)

Chief operating officer, International Specialist Communications

WPP's Specialist Communications division comprises individual business units with separate and distinct marketing expertise by industry, audience segment or medium. Our clients benefit from the depth of knowledge and strategic focus of these specialists; the Group benefits through the flexibility these companies offer as partners for sister WPP companies, when serving clients' integrated marketing needs. Our role in managing this portfolio is to help these companies grow on their own terms and to support co-operation opportunities across the Group.

Momentum going into 2015 remains positive with good growth forecast across all disciplines and geographies.

**Scangroup** is the largest marketing and communications group operating a multiagency model across multiple disciplines in sub-Saharan Africa, with majority-owned offices in Ghana, Kenya, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zambia and minority-owned operations in Burkina Faso, Cameroon, Gabon, Ivory Coast, Namibia, Senegal and Zimbabwe. The group also has affiliate partners in Botswana, DRC, Congo (Brazzaville), Madagascar, Malawi, Mauritius, Mozambique, Niger, Reunion and Sierra Leone. The group operates a blend of local and WPP brands in the region and is listed on the Nairobi Securities Exchange.



Following WPP's increased investment in late 2013, 2014 was a year of even greater collaboration with each of the WPP agencies aligned with Scangroup. New offices were opened in Uganda (J. Walter Thompson), and Zambia (Ogilvy & Mather), and we had the first full-year benefit of H+K Strategies in South Africa.

Scangroup's agencies continued to be the most awarded across the region. Ogilvy & Mather won *Financial Mail Ad Focus* Agency Network of the Year for an unprecedented sixth time, besides sweeping the Africa Cristal Awards with 18 awards including the festival's Grand Cristal and Network Agency of the Year. Scanad Uganda was the flagship agency in the South African Loeries, winning five awards, and Scanad Ghana dominated the Ghana Gong awards with 22 medals including one Platinum Award.

**Our role in managing this portfolio is to help these companies grow on their own terms and to support co-operation opportunities across the Group**

Alongside collaboration with sister agencies, Scangroup will continue to assess acquisition opportunities to broaden both its service and geographical offerings.

At **Berlin Cameron**, Capitol One continued its enthusiasm for the agency with new assignments from the home equity and retail bank divisions. The agency launched highly successful campaigns for new clients, including IAC's Vimeo and the Gilt Groupe as well as for retail client QuickChek and pet food brand Stella & Chewy's. With their WPP partners at BAV it was hired by Toyota Motor Company to develop a new global positioning for luxury brand Lexus. Berlin Cameron also continues to play a core role in some of WPP's Client Team activity. The agency looks forward to future growth and a return to the high-profile creative that defined it.

Seattle-based **Cole & Weber** started 2014 with its creative work for the International Olympic Committee being featured throughout the venues in Sochi. In addition, the agency deepened its ties with long-term client Washington State Lottery and continued its global digital work for Hawaiian Airlines.



Spanish advertising agency **Senora Rushmore** had another strong year in 2014. Once again it was voted the most creative agency in Spain in the annual Grupo Consultores agency rankings. Client developments in 2014 included the significant expansion of the agency's relationships with key clients Vodafone and Coca-Cola, including being awarded responsibility for managing the latter's campaign around the UEFA EURO 2016 Football Championship.

The **Farm Group** had another busy and successful year providing facilities and creative staff for many of the UK's and international broadcasters' most important event television. Notable off-site projects in 2014 included providing the creative and technical staff from the Salford-based team for the BBC's coverage of the Rio FIFA World Cup, the Sochi Winter Olympics and The Commonwealth Games. Meanwhile the Soho facilities worked on high-profile shows such as *The Honourable Woman*, *Downton Abbey* and *Grayson Perry: Who Are You* as well as ITV's Saturday night blockbusters such as *The X Factor*, *Britain's Got Talent*, *Stars in Their Eyes* and *Splash*. Activity in Los Angeles included the post production on *People's Couch* (US's *Gogglebox*) and *Gypsy Sisters*.

US-based corporate events company **MJM** created inspiration and impact for top-tier clients including Deloitte, Billie Jean King, NAPA and AstraZeneca. MJM took talent development and corporate assembly to the next level with creative strategy and production for its clients' most significant internal-facing events.

**Metro Broadcast** continued to inspire clients by coupling creativity with technical event production services for long-term clients Deloitte, Citi, RBS, Shell, Roche and Allergan across the UK and internationally.

Risk management experts **Mando** continued to expand its business in 2014 with growth in new offices in Australia and South Africa coming through clients such as Coca-Cola and McDonald's. There was also strong growth in Germany, with new clients including Mars, L'Oréal and Mondelēz. The UK office saw increased involvement in the administration of all McDonald's promotions.

Both **Pace Communications** and **Green Advertising** are continuing to build their real estate practices and expanding into other areas, particularly the educational, gaming, hospitality and healthcare sectors, with noteworthy accounts such as Mardi Gras and Broward College.

The **Food Group** has continued to expand its food and beverage marketing business with significant growth from their Shopper Marketing, Brand Engagement and Culinary Consultation practices.

At UK CRM agency, **EWA**, new services designed around polling and surveys saw the business getting involved in local and European elections, the Scottish Independence referendum and the build-up to this year's UK General Election. Core services focused on improving relationships between clients and their customers, generating new business from JET, Affinity Sutton and Taylor Wimpey.

2014 was a strong year for **BDG architecture + design** as its market regained momentum. It also saw its relocation to Sea Containers, Blackfriars to join the 'Creative Mile' on the South Bank of London. Additionally, BDG saw growth in its European reach with projects starting in Germany, Spain and France.

Production agency **Pointblank** enjoyed a year of significant progress in 2014 as it continued to produce an array of work in the world of TV commercials, branded content and print for both WPP and non-WPP clients. Highlights included producing a global TV spot for Procter & Gamble, teaming up with Grey New York to help pitch and win the Papa John's pizza business, Ogilvy & Mather's first campaign for Pizza Hut in the UK and highly-commended content pieces for Avis and H. Moser. It also increased the depth and quality of its roster of award-winning directors and established a new stills division. ■



# WPP Digital

## Report by Mark Read (below left)

Chief executive officer  
and

## Mark Povey (below right)

Chief operating officer



In 2014, WPP Digital expanded the depth and breadth of its digital offer, focusing on five key areas – mobile, e-commerce, data and technology, content development and social media marketing. It has grown both organically and by acquisition and investment; and the WPP Digital companies continued to win new business, build capability, and receive awards and recognition from partners and industry organisations.

**POSSIBLE**, a leading digital agency network, cemented its position as a results-oriented creative agency. The agency enhanced its mobile capabilities with the acquisition of Double Encore, a leading mobile specialist, and extended its digital content expertise with the acquisition of Swift, a leading creative agency. POSSIBLE's strong culture was recognised by *Advertising Age* and named as a Best Place to Work.

Digital marketing agency **Rockfish** continued its strong growth. The development of innovative capabilities in e-commerce, shopper marketing and retail operations led to new business wins and multiple awards. Accolades included OMMA Agency of the Year for Design, an MMA Smarties Finalist, a Digiday Retail Awards Winner and a member of Agency Post's 10 Fastest-Growing Mobile Agencies.

**Blue State Digital** strengthened its market position as one of the world's top agencies for mobilizing communities

of supporters of global brands. BSD mobilised millions of people around the biggest moments in 2014. Ten billion targeted emails were sent, \$169 million was raised for causes and campaigns and 40 web platforms were launched for brands, nonprofits and campaigns including Google, Starbucks, Climate Reality Project, UK Labour Party and EMILY's List. The agency was honoured with the Digital Campaign of the Year and the Social Campaign of the Year in the Healthcare Marketing IMPACT Awards for its work with the Coalition to Protect America's Health Care, as well as several Webby's for its work

with Freedom to Marry, NAACP, Malaria No More and A World At School's 'We Stand with Malala' campaign.

**Johannes Leonardo**, a creative-led digital agency, strengthened its creative solutions in line with the agency's 'Consumer is the Medium' philosophy, which prioritises deep connections with consumers. JL's approach resonated with clients which led to new business wins with leading brands including adidas Originals, Mondelēz, TTI Floor Care and TripAdvisor.

**Interlude**, a digital media company that designs and develops interactive video technology, received four Gold Lions and one Bronze Cyber Lion at Cannes for its interactive music video 'Like a Rolling Stone', the first-ever music video for Bob Dylan's classic hit. The video generated an incredible response from consumers and fans alike.

**Hogarth**, a marketing implementation agency, added new business and new assignments from existing clients. Hogarth's innovative production and technology capability has delivered significant savings for multinational clients. The demand for efficiency of digital production is expected to continue to grow, providing further opportunity for Hogarth to increase its client base. →



**Shane Atchison**

Global chief executive officer, POSSIBLE

**Acceleration**, a marketing technology consulting and systems integration company, enjoyed a record growth year in 2014. The company benefited by the expansion of relationships with major clients including Royal Caribbean, SABMiller, AARP, Emirates Airlines and Sky. Acceleration continues to expand its footprint globally with offices in London, Barcelona, South Africa, Buenos Aires, Denver, Dubai, Miami and New York.

**Salmon**, a highly innovative e-commerce consultancy, continued to grow and expand its capabilities. In September, Salmon acquired Neoworks, which specialises in the implementation of e-commerce sites using SAP's hybris technology. The acquisition complements Salmon's existing technology skills, offering clients greater flexibility to work with the most appropriate platform for their needs.

**The Data Alliance**, a horizontal team that helps WPP companies access and leverage data, made excellent progress in 2014. The group signed partnerships with Factual, DataSift, Weather Analytics, SAP and Facebook that will provide WPP companies with access to valuable insights, which will in turn benefit their clients.

Our investments have contributed meaningfully to performance in 2014. Consistent with our strategic priorities, we made investments in content-focused technology companies. In February, WPP invested in **Percolate**, a leading technology platform that helps brands manage and distribute content across social channels at scale. In March, WPP Digital acquired **Cognifide**, a digital technology and experience management consultancy that specialises in content management and digital asset management. Cognifide's client roster includes Ford, Telegraph Media Group, Penguin Random House, RBS,

*Our investments have contributed meaningfully to performance in 2014. Consistent with our strategic priorities, we made investments in content-focused technology companies*

Virgin Media, GSK, John Lewis, Investec, Shell, Novo Nordisk, Oticon and Coutts. Founded in 2005, Cognifide has offices in London, New York and Poznan, Poland.

We are pleased with our progress in 2014 and, looking ahead to 2015, see tremendous opportunity for growth. As the world becomes more connected, the demand for WPP Digital's services will only increase. We look forward to helping brands digitise their businesses and shape their strategies for the future. ●

