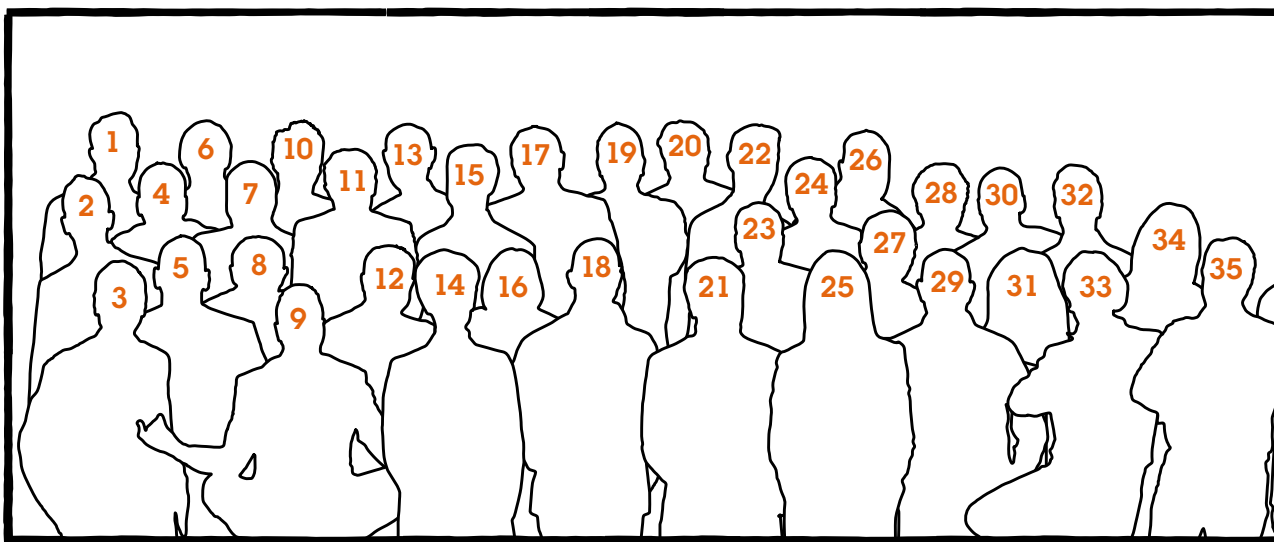


Reports from our company leaders*

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 2015.

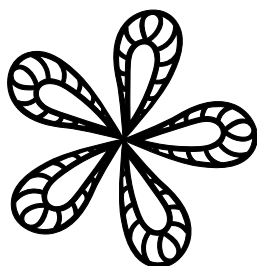
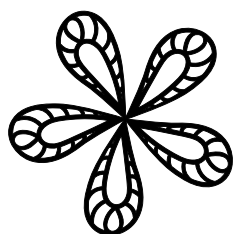


1. Mark Inskip
2. Mario Simon
3. Eric Salama
4. Laurence Mellman
5. Brian Gleason
6. Brian Fetherstonhaugh
7. Michael Coates
8. Dominic Proctor
9. Matt Giegerich
10. Ajaz Ahmed
11. David Mayo
12. Peter Law-Gisiko
13. Michael Gross

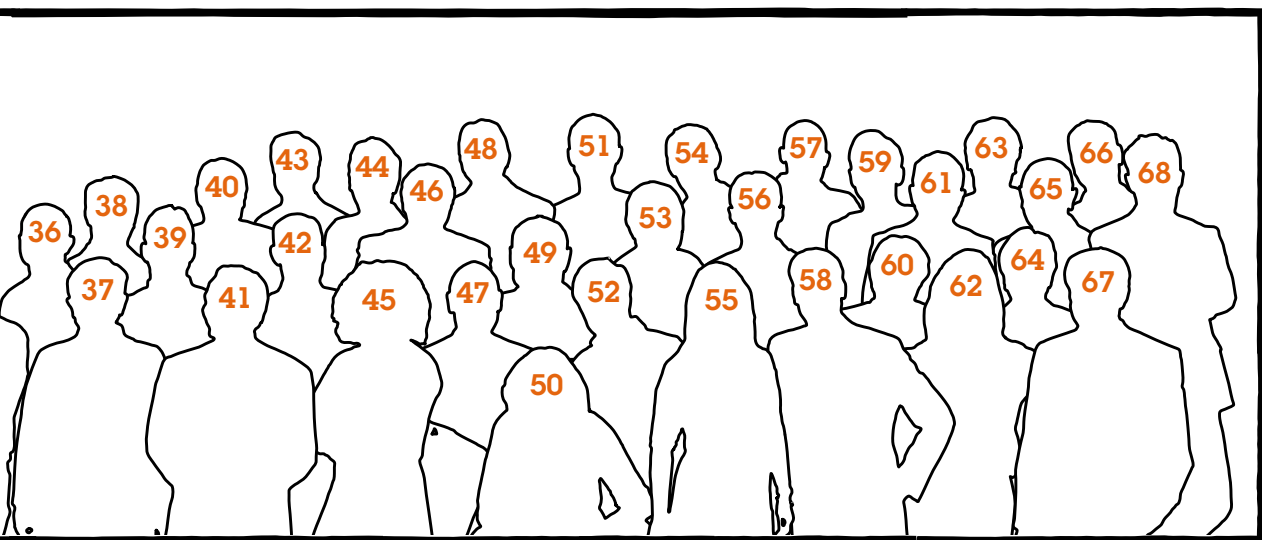
14. Michelle Harrison
15. Rupert Dary
16. Mary-Ellen Howe
17. David Day
18. Toby Southgate
19. Matt Eastwood
20. Johnny Hornby
21. Simon Bolton
22. Travyn Rhall
23. Frank-Michael Schmidt
24. Andy Brown
25. Donna Imperato
26. Nick Emery

27. Josep Montserrat
28. Joel Benenson
29. Bart Michels
30. Charles Courtier
31. Wendy Lund
32. Christian Juhl
33. David Sable
34. Sabina Teshler
35. Jed Beitler

* More on our leaders at
wpp.com/annualreport2015



Advertising	p52
Media Investment Management	p64
Data Investment Management	p69
Public Relations & Public Affairs	p71
Branding & Identity	p74
Healthcare Communications	p76
Direct, Digital, Promotion & Relationship Marketing	p78
Specialist Communications	p79
WPP Digital	p80



- 36. Phil Smiley
- 37. Preeti Reddy
- 38. Steve Pattinson
- 39. Eric Hoyt
- 40. Ralf Hering
- 41. John Seifert
- 42. Donald Baer
- 43. David Moore
- 44. Stuart Smith
- 45. Tamara Ingram
- 46. Jack Martin
- 47. Miles Young
- 48. Christopher Graves

- 49. Jim Heekin
- 50. Lois Jacobs
- 51. Stefano Zunino
- 52. Mark Read
- 53. Sir Martin Sorrell
- 54. Jim Prior
- 55. Lynnette Cooke
- 56. Hidehiko Otake
- 57. Richard Ingleton
- 58. Jon Cook
- 59. Roland Rudd
- 60. Lynn Vos
- 61. Steve Harding

- 62. Lindsay Pattison
- 63. Shane Atchison
- 64. Christian Tiedemann
- 65. Stephen Allan
- 66. Dan Khabie
- 67. Irwin Gotlieb
- 68. Mark Povey





2016





Peter Blake

ADVERTISING

J. Walter Thompson

Report by Tamara Ingram

Chief executive officer

I am both excited and honoured to be leading a company with more than 151 years of delivering Pioneering Solutions to its clients.

As a network of pioneers, J. Walter Thompson has an innate thirst for transformation that has fuelled the agency's momentum over the last year.

I am eager to continue that journey, and Matt Eastwood, our worldwide chief creative officer, along with Guy Murphy, our worldwide planning director, have led the launch of our new North Star, a new agency creative process that will elevate our creative product and ensure that we develop more Pioneering Solutions for our clients.

In pursuing that goal, I absolutely believe that the diversity of people and diversity of spirit will produce diversity of ideas that will serve as our guideposts as we move forward.

“ The ‘Promise of Cuba’ is the first major agency report to explore emerging opportunities for North American brands ”

Harnessing that diversity of ideas was integral to the launch of J. Walter Thompson Intelligence, a new specialised practice offering a unique blend of research, innovation and data analytics. Central to the practice is the Innovation Group, our trends forecasting consultancy. The Group has offered our client partners invaluable insight into consumer behaviors in ‘The Future 100,’ ‘Generation Z – Brazil,’ and most recently, the ‘Promise of Cuba,’ the first major agency report to explore emerging opportunities for North American brands in the country since the normalisation of US-Cuba diplomatic relations.

Adding to our intellectual capital, we launched Female Tribes, a global initiative that represents our largest effort yet in provoking real change in the conversations that brands have with and about female consumers.

And, of course, in today's business landscape, delivering Pioneering Solutions requires deep digital and tech expertise. In 2015, we saw Mirum, our global digital agency network, mark its milestone first anniversary.

Mirum has hit its stride and truly blossomed under the fantastic leadership of Dan Khabie. It has not only been an incredible collaborative partner for the clients it shares with J. Walter Thompson Worldwide, but it's also put its unique stamp on work for clients of its own: Mirum led the development of Hum, Verizon's connected vehicle platform, from inception to product launch.

This unified network added Mazda and Getty to its client roster in North America, expanded its relationship with Qualcomm globally, picked up ASUS in Asia, and Dubai Tourism in MEA; and was named a Visionary in Gartner's Digital Marketing Services Magic Quadrant Report.

Mirum also grew in India, where Social Wavelength joined the global digital network as Mirum India.

To feed this always-on digital world, we added to our solutions toolkit with Colloquial, our new content-marketing joint venture with Group SJR that is up and running in Mexico City, Sydney, London and New York.

And we continued to bolster our leadership team to support our growth objectives.

Stefano Zunino was appointed to the newly created role of CEO of the Americas, overseeing Colloquial, Mirum and J. Walter Thompson in the North America and Latin America regions.

Maria Teresa Arnal was appointed CEO of J. Walter Thompson Company in Mexico, a testament to our commitment to deep transformation and the integration of communications and digital innovation in Latin America.

We also fortified our creative bench-strength, elevating Brent Choi to CCO of our New York and Canada offices, and naming Senthil Kumar as the regional CCO and creative partner to Tarun Rai, CEO of J. Walter Thompson South Asia.

And we've invested in training the next generation of creative leaders. Our international Helen Lansdowne Resor (HLR) Scholarship, launched in support of young female creative talent, also saw its first group of scholarship winners last summer.

New business and organic growth were equally robust, with wins throughout the global network, including Abbott, AstraZeneca, Apollo, Bristol-Myers Squibb, Cargill, Challenger, Cobra Puma Golf, Crabtree & Evelyn, Dubai Tourism, Egypt Tourism, FindIt Malaysia, Hotels.com, JP Morgan Private Bank, Special K, KPMG, Northwell Health and Treasury Wine Estates, among others.

2015 saw some of the most significant growth in our 151-year history. We expanded our roster of multinational clients, diversified our offering and broadened our talent base.

We created ideas that better connected to human truths and unleashed the strength of our creative potential; and ultimately, grew our clients' businesses.

As we look forward to 2016, we will put diversity at the top of our agenda and continue bolstering our creative product in order to deliver Pioneering Solutions to our clients.

Ogilvy & Mather

Report by Miles Young

Worldwide chairman

and

John Seifert

Worldwide chief executive officer

Perhaps one of the most interesting statistics of 2015 is that by the end of the year we were operating over 200 content studios for different clients around the world. Nothing illustrates more graphically how the nature of our business has changed. So what are they doing? The answer is – in various combinations – six primary things. First, they have a 'community' function, managing social media content very specifically; then they have an editorial role, playing off the news agenda; next they partner with established media to deliver content and scale; they leverage cultural 'buzz' in real-time; key curate and crowd-source content; and, finally, they generate leads using social and research data for effective targeting. And they do it all seamlessly. We believe we are at the pioneering edge of driving models such as these; for us this is not the future: it is the present.

“ We have amazing talent and capabilities for the modern marketing world, and an enviable portfolio of clients and brands to grow with ”



But while we are doing that we are very conscious of what it is all *for*: for driving the power of the brand. Last year, we completed some significant research which showed that consumers value brands in the world of content by the degree to which they *do*, in other words the way in which they provide a real service to the consumer, and behave according to the way in which they talk. This theme of 'behavioral branding' is one on which we now are working with many clients in all regions and categories.

2015 was another outstanding year for Ogilvy – evidenced in terms of creative pre-eminence, new business success, new talent acquisition and discipline advances

How we're doing

Advertising

(with OgilvyOne, Ogilvy Public Relations and Geometry Global and H&O all performing strongly). As we have moved into 2016 so we are transitioning our leadership. After eight wonderful years, I am handing over my responsibilities to John Seifert. Ogilvy born and Ogilvy bred, John represents the very best of our own brand. It is a carefully planned transition, and will be completed by September 2016.

John writes:

"I inherit a company and brand that has revitalized in the last eight years, particularly creatively. Together with co-chairman, Tham Khai Meng, I am very clear about our opportunity: growth through great work.

We have amazing talent and capabilities for the modern marketing world, and an enviable portfolio of clients and brands to grow with.

We will continue to adapt our business system to transform how we work: faster, more connected, and more agile – and all globally. Great work demands: sharper thinking through deeper and more relevant brand, business, and market insights; big and enduring ideas that unify, breaking out from an explosion of fragmented content and delivery channels; and creative craft skills that enable irresistible storytelling and deeper audience engagement.

All this, is for one purpose: to better serve our clients by making their brands matter in our dynamic and ever-changing world."

I wish John and his new leadership team good fortune as they drive us forward into the new world of content and brands that *do*.

Ogilvy has been a family for me, not just a workplace, for almost 35 years. While I will continue to remain close to it, I cannot help but feel pangs of sadness, and a great sense of gratitude to all who live the family values of our brand day by day.

OgilvyOne Worldwide

Report by Brian Fetherstonhaugh

Chairman and chief executive officer

At

OgilvyOne Worldwide, we measure our success against three core pillars: financial performance, strategic differentiation and creative excellence. In 2015, we delivered on our expectations in all three areas.

We set new all-time records for revenue and profit, driven by a combination of growth with current clients and new client wins. Special shout-outs go to several operations that contributed so significantly to our strong performance:

OgilvyOne New York, Shanghai and our offices in India, Neo@Ogilvy Worldwide and The Lacek Group. It is also particularly gratifying to see that three of our newest additions to the OgilvyOne global network were among our top performers: Bottle Rocket, which specializes in mobile; Social Lab, our social marketing offering; and Verticurl, which specializes in marketing technology. All these achievements are testimony to the talent, innovation and fortitude of our network.

"We fully appreciate the power that digital has on how customers shop and buy"

Strategically, 2015 was the year in which we consolidated our positioning as 'The Customer Agency.' We combine data and creativity to create compelling, personalized experiences that help clients win more customers and make them more valuable. Integral to our offering is DAVE, our proprietary strategic planning and execution methodology. DAVE stands for Data-inspired, Always-on, Valuable Experiences. It's an innovative approach for us globally and the results are clear: offices that embraced the DAVE process for client engagements had a substantially higher probability of success. In 2016, we will continue to invest in DAVE and bring it to our staff and clients every day and everywhere in the world.

OgilvyOne remains a dominant creative force in the industry. At the Cannes Lions International Festival of Creativity, we won a total of 14 awards, including four Silver and 10 Bronze Lions. We were once again by far the most awarded agency at the global Direct Marketing Association's ECHOs, outpacing the No.2 agency network by two to one. Over the course of 2015, we also added 17 Effies, 13 Clios and a host of Agency of the Year honors, for entities including Asia (Regional ECHOs), Gloo South Africa, OgilvyOne Business in the UK and OgilvyOne Mexico.

As a customer-centric agency, we fully appreciate the power that digital has on how customers shop and buy. OgilvyOne has been a pioneer in the field of interactive and digital marketing for over three decades and was recently named a Leader in *Gartner's Magic Quadrant for Global Digital Marketing Agencies* report. In 2016, we will deepen our digital capabilities in fast-growing areas such as customer experience design, mobile marketing and e-commerce. Our future continues to look bright.

Ogilvy Public Relations

Report by Christopher Graves

Global chairman
and

Dr Stuart Smith

Global chief executive officer

2015 was the year we returned to significant, profitable organic growth, further strengthened our leadership in creativity and redefined our purpose as a discipline within Ogilvy & Mather.

For four consecutive years we have dominated *The Holmes Report's* Creativity Index. We won more Gold Lions, supported by the highly effective Chinese Names campaign (Visit Britain). We were named Agency of the Year, in both the UK and Asia Pacific, by *The Holmes Report*.

Our return to growth was driven by several factors. We grew our top 30 clients significantly and four new brands entered our top 10. We lead in the area of social and content, benefiting from the scale of the Ogilvy & Mather group. We invested in a new global marketing and business development function, improving our visibility and pitch wins.

“Earned influence will speed our growth through integration by defining a broader marketplace for PR services”

We open-sourced our growth strategy, asking over 50 of our brightest minds from across many geographies and demographics to help force the pace of innovation. Over 65% of our country leaders are women and we improved diversity and inclusion at our highest levels by creating a new Executive Committee and Board. We invested in new leadership (UK, India, EMEA, Germany, Spain and Indonesia) through promotions and external hires. We proudly launched Ogilvy Pride in the UK and Hong Kong.

We demonstrated both our commitment to Latin America and to grow globally through acquisition (ConceptPR, Brazil). Asia Pacific thrives under the leadership of Scott Kronick. EMEA entered a new phase under the newly-promoted Michael Frohlich. In North America we saw continued growth in New York and

Chicago (Jennifer Scott and Michele Anderson respectively), with our US healthcare practice growing strongly (Kate Cronin).

Growth also comes from differentiation. Our role in the industry, and within Ogilvy & Mather, is to redefine the unique purpose of public relations in a world where the lines between marketing disciplines are increasingly blurred. This year Ogilvy PR laid claim to the powerful concept called ‘earned influence’, a move recognized as one of 2015’s top innovations in PR. Earned influence will speed our growth through integration by defining a broader marketplace for PR services. It recognizes the increasing appetite of CMOs for what we do, rejects a narrow definition of earned media and goes beyond concepts underpinning other thinking in the PR industry.

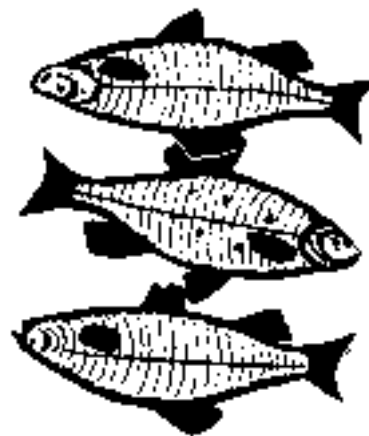
In 2016, we will push forward our aspiration that PR exists to harness the power of earned influence by creating campaign platforms for our clients that matter to the lives of consumers, customers and key opinion leaders. In doing so we hope Ogilvy PR will increasingly contribute to the effectiveness of all channels, not just earned, and shift behaviors, opinions and generate sales. ■

Ogilvy CommonHealth Worldwide

See report on page 76.

Geometry Global

See report on page 78.



Y&R Group

Report by Peter Stringham

Retiring chief executive officer

In my tenure as CEO of Young & Rubicam Group, it's been our mission to make collaboration among the companies as productive, as possible, for our clients. To that end, we've built cross-disciplinary training programs, expanded our Global Intelligence team and made Rubicam University a robust workshop that tackles a real client challenge in real-time. At the same time, we have encouraged each company to develop the capabilities and craft that make them unique.

As I retire and Peter Law-Gisiko succeeds me, I am confident that Young & Rubicam Group will remain a unique offering within WPP.

Report by Peter Law-Gisiko

Chief executive officer

We are all thankful to Peter Stringham for the leadership he has given Y&R Group over the past seven years. Peter has helped sustain the connective tissue that makes working together across Y&R Group and WPP on behalf of clients a seamless, productive and natural proposition.

Horizontality is a way of life for us, and always has been. More than four decades ago, Young & Rubicam staked out new territory by creating a way for its companies – all leaders in their disciplines – to connect and collaborate in a way that made us, as our mantra said: Best Alone. Better Together.

When you look at Y&R Group's companies – Y&R, VML, Wunderman, Burson-Marsteller, Cohn & Wolfe, Landor and Sudler & Hennessey – they are differentiated by the currency and relevance of their core capabilities. They are unified by a set of values, a collaborative ethos and a shared experience of more than 40 years of working side by side.

Looking at Y&R Group as a whole, we are armed to address every challenge marketers face today and tomorrow. Our capabilities align in the key areas of market demand: All our companies are digital to the core, with the digital thinking and technology that redefines the customer experience. We have big data and analytics that drive insights, innovation, targeting and messaging. We can create content that keeps pace with real-time, 24/7 media

consumption. And we are great storytellers, adept at creating narratives and images and ideas that build brands that not only live in culture but create culture and resonate in the minds of consumers.

“Horizontality is a way of life for us, and always has been”

Over the next pages, you will read the achievements of each of the companies. The Y&R Group remains unique in our industry as a long-standing group within a group, offering not only some of the world's strongest and most iconic marketing and communications brands but a proven history of working together and an outlook that embraces horizontality across WPP.

Y&R

Report by David Sable

Global chief executive officer

As digital took hold, no matter where you were or what you did in the industry, the conversation became all about *DIGITAL FIRST*. Then, industry buzz turned to mobile as device and software enabled us to untether and *MOBILE FIRST* became the password. Next came wearable, and now virtual reality seems to be following. And no doubt something else is sure to take its place in due time.

Our belief, our mantra – and we've spread the word from Davos to Mobile World Congress to DMEXCO – is this:

It's not digital first, or mobile first or wearable first.

It's *PEOPLE FIRST*.

Without the context, without the insight, without understanding basic human need and creating a narrative rooted in deep human truth, no marketing – digital, mobile or otherwise – will ever matter. How could it possibly?

It is important to remember this now, when there are so many incredible innovations like Facebook and Snapchat and YouTube changing the way we communicate and share content. They are all intrinsically filled with possibility, but without filling them with stories, they are merely empty software loops.

Digital, the basis of it all, makes the things we do more efficient and creates new opportunities for engagement. Mobile isn't about devices, it's about freedom and empowerment. Virtual reality isn't about glasses or gizmos, it's about unleashing imagination.

Being human to the core is what makes today's innovations and technology so powerful and efficient. It's what gives brands credibility as global citizens. It's what resonates and activates. And it's what makes things go viral.

Last year, for example, our New Zealand office came up with an idea for Burger King to support Peace One Day. It began with an understanding of the burger wars – itself a very human and humorous manifestation of brand loyalty. In an open letter placed in *The New York Times*, *Chicago Tribune* and *Miami Herald*, Burger King offered an 'olive branch' to McDonald's and suggested that, in the spirit of Peace Day, for one day they join burger forces and create a McWhopper.

A full range of content, digital and otherwise, as well as online engagement vehicles, events and activation gave people the ability to share, participate, and create struck such a chord that DIY McWhoppers were created, Instagrammed, Snapchatted, posted on Pinterest and Facebook, shared all around the world. Both Peace One Day and Burger King benefited.

Earlier this month, the McWhopper was awarded the GRANDY, the top award at the ANDY awards. Y&R also won the top award for Outstanding Public Service with GPY&R Brisbane's 'Melanoma Likes Me.'

**Creativity is telling the story,
innovation is how we share
it and technology is how we
engage with the story**

The most elegant stories are often quite simple. In the Philippines, our agency created a print ad for North Face. Dipped into water, the ad becomes an LED camping light with 24 hours of power, giving someone a pragmatic solution rooted in the brand's exploring nature.

And in Turkey, we worked with Vodafone to create a Cannes Grand Prix-winning 'secret campaign', 'Between Us', promoting an app to help women alert trusted friends when they are facing immediate domestic violence. The app has been activated over 100,000 times.

Cannes awarded us 89 Lions last year, including a Grand Prix and a Chimera Lion, placing us as the fourth most-awarded network for the fourth consecutive year. Perhaps even more important, we had more offices across more regions winning Lions than any other agency, a validation of our creative community and our Global Boutique philosophy.

Not unrelated, since 2015, we were named Agency of the Year in 19 markets, spanning Europe, Asia, Latin America and Australia/New Zealand. And our 42 Effies, won in every region, reflects the depth of our planning community. The strength across our network comes out of the same Global Boutique philosophy that recognizes the importance of local strength, while leveraging a global community that shares values, resources, tools and talent.

We promoted Andrew Dimitriou and Phil McDonald to lead Europe and Australia, respectively. We brought in Ramzy Abou-Ezzedine to lead the Middle East and John Lynn to lead Latin America. Leslie Sims joined Y&R New York as the Chief Creative Officer and *Adweek* named her one of the Top 10 Creatives doing breakthrough work at agencies. Ken Dowling returned to Y&R after many years to lead the US Navy business won in spring and to launch Y&R Memphis.

We began 2016 with the launch of a new platform at Davos. *Best Countries*, based on BrandAsset® Valuator data and created in partnership with US News & World Report and The Wharton School, gives exceptional insights on nations as brands. News of their countries' strengths had heads of state, including Justin Trudeau and Benjamin Netanyahu, as well as the German, Swedish, Dutch, Peruvian and Slovenian governments tweeting and quoting their rankings, and even merited a mention on Jimmy Kimmel's late night show. Going forward, we believe this an important tool not only for governments and tourism agencies, but for companies wanting a new filter for understanding markets around the world. This will be annual and we are already working to expand *Best Countries* to *Best Cities* thinking.

At the Y&R companies, we understand that creativity is telling the story, innovation is how we share it and technology is how we engage with the story. We have talented people in place who know how to leverage these incredible opportunities competitively, and we have a way of working together that drives great creative product and strong business results. We are optimistic that in 2016 we are positioned to help our clients meet today's market challenges, understand their customers in an unparalleled way, and create compelling stories that are brand- and business-building.

How we're doing

Advertising

VML

Report by Jon Cook

Global chief executive officer

"A breakout year" is how *Advertising Age* described VML's 2015 performance when it recognized the agency in its annual A-List honors. We were thrilled to be included as one of the top 10 agencies chosen by *Ad Age*. It was a special recognition to top off a year in which – across the VML global network – we experienced the best financial growth in our 23-year history.

There were many groundbreaking aspects to the past 12 months – notably, becoming an active member of WPP's Global Team Ford. VML is supporting Ford on a variety of transformative initiatives, leveraging VML's maturing global network of 2,500 employees in 28 locations around the world.

Increasingly, VML is handling expanded global duties for client partners such as Bridgestone, Colgate, Wendy's and others. We also initiated major new global client partnerships with FedEx and the International Olympic Committee (IOC).

In the US, we dramatically expanded our presence in Chicago to 80 people – with significant expertise to support increasing opportunities with Kellogg's, Kimberly-Clark and PepsiCo. Additionally, VML secured significant agency of record relationships with Kashi and Motorola.

Our balance between creativity and technology continues to be VML's differentiator. Forrester Research named VML a Strong Performer for Digital Experience Service Providers among the foremost global providers.

At the same time, it was the most creatively-awarded year in our history. VML received notable recognition from every top-tier global awards competition, including Cannes Lions, Webby Awards, Effie Awards, One Show awards, CLIO Awards and more. From full television broadcast production to enterprise technology solutions, the breadth and scope of VML's capabilities have never been stronger.

VML is sincerely grateful to earn *Ad Age* A-List honors, although what continues to drive us forward is an unrelenting pursuit to be our clients' most important partner.

Wunderman

Report by Mark Read

Global chief executive officer

In January 2015, I joined Wunderman as CEO and began working closely with a team of very talented executives to build on Wunderman's unique strengths, of which there are many, and position us for success across a global network of 175 offices in 60 countries. As I reflect on our first year together, I am pleased to report that 2015 has been a period of tremendous progress.

We established Wunderman's positioning as 'Creatively Driven. Data Inspired', to showcase our unique ability to combine big, bold, creative ideas and insights with an unmatched knowledge of data and analytics. In a world where clients struggle to derive value from the mass of data they collect, Wunderman's offering is distinct, measurable and delivers results. It is important to clients and true to what the agency can deliver. The success of this messaging was validated by Forrester Research, which officially acknowledged Wunderman as a "leader in marketing database operations" as well as a "strong performer in customer engagement strategy."

“We have committed to building a more dynamic and engaging culture for recruiting and developing top talent”

Our outstanding new business efforts with both existing and new clients are another irrefutable sign that Wunderman is making an impact. In 2015, Wunderman added more than 100 new assignments from brands, including Microsoft, T-Mobile, Coca-Cola, Amazon, LEGO, IKEA, Legal & General, Shell, Isle of Capri Casinos and the U.S. Navy. Additionally, Wunderman Health, led by Becky Chidester, has boosted growth by 10% since 2014, delivering top-quality work for clients including

GSK, UnitedHealthcare and BlueCross BlueShield – a testament to the power of Wunderman's proven understanding of data, digital and content development.

Our continued efforts to build the Wunderman brand through excellent creative work and talent has received tremendous global recognition, with Wunderman offices in Colombia, London and São Paulo taking home four Cannes Lions, Wunderman China winning *Campaign* Agency of the Year, Wunderman London winning *The Drum* DADI Awards Grand Prix and Wunderman Phantasia winning the 2015 ANDA Agency of the Year Award.

As a network of more than 7,000 people – including 2,200 creatives, 1,300 data scientists and over 3,000 business people and strategists – we recognize the importance of leveraging our diverse strengths in order to deliver the work our clients expect (and need) to succeed in a competitive environment. Our wide range of expertise has now been simplified as we aim to unite the Wunderman network as a consistent brand with one very clear message. As part of our efforts to integrate our creative and data capabilities, we rebranded the KBM Group's data-driven engagement services under the Wunderman brand.

And to ensure that our strategy of focusing on creativity and data translates into concrete work for our clients, we developed Collision, a set of proprietary tools and methodologies to enable our creative and analytics teams to work more closely together throughout the entire creative process. This exciting program has already increased our ability to collaborate and significantly improved our efficiency and accuracy across disciplines and throughout our global network.

We have also committed to building a more dynamic and engaging culture for recruiting and developing top talent. Recent hires and promotions are already having an impact: Mel Edwards (CEO, EMEA), Jamie Gutfreund (global CMO), Ian Haworth (ECD, UK/EMEA), Judy Jackson (global chief talent officer), John Lynn (CEO, LatAm) and Seth Solomons (CEO, North America) – all are focusing on driving business growth and creativity in their respective markets.

Partnerships with digital leaders have empowered our people across the network to become more connected advocates for our brand. Wunderman was the first digital agency partner to participate in LinkedIn's pilot program,

Elevate. Through Elevate, Wunderman content has achieved significant visibility in key markets. We've also established a partnership with Uber, another first in our industry that has greatly benefited our culture and offering.

For Wunderman, 2015 was the start of a promising new direction that has paved the way for many exciting accomplishments with our business results and our culture. By continuing to focus on acquiring top talent, building the Wunderman brand and developing data-inspired creative work that inspires action, we are confident Wunderman will see success for many years to come.

Burson-Marsteller

Report by Donald A. Baer

Worldwide chair and chief executive officer

In 2015, we continued our fast-forward progress along the leading edge of communications, modernizing and energizing our creativity, our offerings and the talent that makes it all happen. Around the globe, Burson-Marsteller teams are delivering on our promise to combine the most creative new integrated communications capabilities with the world-class strategic counsel our

“ New growth-generating services include the launch of our Cuba Specialty Team ... focused on economic development and tourism ”

clients have trusted for 63 years. During the year, we brought to market innovative offerings tapping into the technology, content and distribution opportunities that are dramatically changing our sector. Even as we changed, we stayed true to our enduring commitment to deliver excellence to our clients and were honored as 2015 Agency of the Year by industry-leading publication *The Holmes Report* in Africa, Latin America and the Middle East.

How we're doing

Advertising

Among our innovations, we introduced Burson-Marsteller StudioB, our integrated communications approach to providing real-time insight- and data-driven creativity, content production and distribution. With StudioB, we are cutting across practice groups to give our clients full-service strategic communications results, driven by compelling messages and conveyed through traditional and social media channels.

Other new growth-generating services include the launch of our Cuba Specialty Team, which is part of a capability focused on economic development and tourism. We also strengthened our cyber security communications and preparedness capabilities through a strategic alliance with Ridge Global, led by former U.S. Secretary of Homeland Security Tom Ridge.

Our relentless commitment to exceed expectations yielded major new clients in 2015, including The Egyptian Ministry of Tourism, FedEx, Oracle, Pitney Bowes and Zebra Technologies. As we delivered significant business results for our clients, we had a 30% year-over-year increase in awards for our work. All of this progress demonstrated we are continuing to play a crucial role in the future of communications.

Landor

Report by Lois Jacobs

Chief executive officer

In 2015, many Landor offices enjoyed strong growth across the network. This was particularly true in EMEA, under the direction of regional president Jane Geraghty. New clients in the region included Bayer MaterialScience (now Covestro), Experian, Turkish Airlines, Nike and Union Bank of Nigeria. A highlight for EMEA was the rebrand of Etihad Airways, with Etihad being named Airline of the Year by *Air Transport World* and Best Airline Livery of 2015 by *DesignAir*.

We also saw good performance from our Mumbai and Tokyo offices, and in Mexico we enjoyed our sixth consecutive year of strong growth. Our US restructuring is showing positive results, with new projects being undertaken for Alcoa, Cracker Barrel Old Country Store,

Kraft Heinz Company, S&P Global (formerly McGraw Hill Financial), Marriott International and Raytheon.

In 2015, Landor released *The Agility Paradox*, a global research study validating our point of view that today's most successful brands are agile brands. We found that to thrive today, brand managers must embrace seemingly opposing strategies for their brands: staying true to their core while constantly evolving to keep pace. Consumers – particularly millennials – expect and prefer brands to exhibit these contradictory qualities. This 'agility paradox' demands a new brand management model that abandons some of the long-held axioms of brand governance and replaces them with six key behaviors of agility.

Landor has long believed in holistic brand expression. Our new experience-mapping tool helps us address not only how brands look but also how they feel, behave, talk, and even dream. With that in mind, we broadened our offer this past year with two acquisitions. In January we purchased NorthandSouth, an innovation firm in Asia Pacific. In November, Landor acquired a majority stake in ManvsMachine, a multi-award-winning motion design studio based in London. Together, these two acquisitions expand Landor's depth of offerings, providing the latest in innovation and digital technologies.

Our new experience-mapping tool helps us address not only how brands look but also how they feel, behave, talk, and even dream

Creativity remains top of our agenda, and we were proud to be the most-awarded branding agency at Cannes Lions International Festival of Creativity, winning a total of 13 Lions across our network. We also added seven D&AD pencils to our roster, including a much-coveted Black pencil, making 2015 our strongest year yet for peer recognition.

Sudler & Hennessey

Report by **Jed Beittler**

Chairman and chief executive officer worldwide

2015 was focused on 'connecting the dots' across all aspects of our geographies and divisions to strengthen our position as one of the pre-eminent global healthcare communications networks.

From our Global Managers' meeting in New York to the launch of Dr. Link, a proprietary web portal developed by MDS/Sudler for physicians throughout China, S&H has strived to bring meaningful ideas and insights to advance our clients' businesses.

Sudler introduced Kim Kardashian West to this year's Cannes Lions

Digitally, we have been working across a number of platforms and media, helping further patient education (the award-winning, Procrit Health View app), accelerating clinical trial recruitment (Apple Research Kit, in collaboration with POSSIBLE), and developing clearer and easier to understand Rx promotional standards across all digital media (in partnership with Acquia). Sudler introduced Kim Kardashian West to this year's Cannes Lions, connecting the dots via the virtual world, by pioneering a new form of digital storytelling.

Our presence was strong this year at Cannes Lions Health with Rob Rogers, co-CEO of the Americas, serving as jury president and two writers from Sudler London recognized during the Young Lions Health Competition.

We also co-chaired the inaugural Lions Health session with Google on future trends in mobile marketing.

Always looking to expand our global educational delivery, Sudler acquired UK-based System Analytic, one of the world's leading key opinion leader engagement companies.

Important new business wins included GSK Vaccines, Novo-Nordisk, Roche Diagnostics and AstraZeneca.

Bravo

Report by **Eric Hoyt**

President and chief executive officer

The US Hispanic market continues to be growing and vibrant, but changing demographics and consumer behaviors have made the standards of success more complex.

Bravo's integrated solutions that span brand-digital-retail channels are helping our clients win by engaging their customers all along their purchase-decision journey, with creative activations that drive business and build brands.

Bravo's client portfolio continues to be a testament to our success and business-building value. Existing clients like Wendy's, Coca-Cola, Chevron and Pfizer continued to grow and Bravo's new business prowess won new clients like Mazda, Purina, Radio Shack and US Foods.

Cohn & Wolfe

See report on page 71.



Grey Group

Grey

Report by Jim Heekin

Chairman and chief executive officer

We ended 2015 by being named Global Agency of the Year by *Adweek*, for the second time in three years. The magazine wrote: "After a dominant awards season and a slew of multinational client wins, Grey is back in control."

2015 marked our eighth year in a row of record financial and creative performance. High-profile new business wins included AT&T/DIRECTV, Emirates Airlines, Motorola, Pandora Jewelry and Procter & Gamble's Venus, Braun and the Art of Shaving lines. Many of our current clients awarded us significant assignments including Nestlé, GSK, Eli Lilly, Vodafone, Volvo, Bausch & Lomb and Best Buy.

It proved to be a watershed year at Cannes. Our creative reputation continued to soar with the win of 113 Lions from 18 countries in four regions. Grey won in 20 categories from film, radio and outdoor to the newest disciplines of mobile, creative data and pharma. Notably, the agency took home a record four Grand Prix, a remarkable feat. The work was powered by big, non-traditional ideas that combined activation, public relations, social and digital media, true to our 'Famously Effective' mantra.

Our creative reputation continued to soar

Grey's forward momentum was reflected in the performance of its flagship agencies in New York and London. Grey received the 2015 Cannes North American Network of the Year award and Grey EMEA was named the 2015 Euro Effie Agency of the Year.

We continued to enhance our leadership ranks for the future with the appointment and promotion of several talented executives pivotal to our success. Michael Houston was promoted to global president of Grey, an expanded worldwide management role. Lucy Jameson was appointed chief executive officer of Grey London and Nils Leonard, chief creative officer, added the title of chairman of that

office. Andreas Dahlqvist joined Grey New York as chief creative officer. Finally, Diego Medvedocky was promoted to vice president, regional creative director of Grey Latin America.

Building on our strategic acquisitions of last year, we acquired ArcTouch, a leading mobile design and development agency in the US, and Grey nJ United, a pacesetter advertising and digital agency in Thailand. In addition, we expanded our existing resources in digital, activation, shopper and healthcare marketing.

Each and every office of Grey has been integral to our growth and success. Thanks to our people, and many of the most forward-thinking clients in the world, we are breaking new ground in brand experience across every platform creating lasting consumer connections. As our 100th anniversary beckons in 2017, our future has never been brighter. ■

Bates CHI&Partners

Report by David Mayo

Chief executive officer, Asia
and

Johnny Hornby

Chief executive officer

The Asia partnership was launched in 2013 with nine offices in seven markets, built around the principles of collaboration and open-source.

It is a joint venture between Bates, one of Asia's best-known advertising agencies, and The & Partnership, one of the UK's most respected independent agencies.

Our focus in 2015 was on growing new client relationships, attracting talent with new skills, developing new partnerships, developing our product and further building our unique open-source positioning in the Asia market. In 2015, we had successes across all of these areas.

In 2015, we began working with new clients such as VW, Asia Breweries, Fiat, Standard Chartered, Kimberly-Clark, Pearson and Sephora among many others, whilst we deepened our relationships with Pizza Hut, AIA, Nestlé and F&N.

Most of the people who joined us in 2015 came from leading digital and creative agencies, bringing with them new skills in social, content, media, programmatic, data and digital. Our annual 'Employee Acid Test' recorded some of the highest loyalty scores in the region.

We launched partnerships with Google, Facebook, LinkedIn, Squeem, King Content and Sparkline and, in turn, drove deeper engagements between our clients and their customers.

Creative highlights included work for Martell where we worked with the client's R&D team to put holograms in bottles, Myanmar's most famous advertising campaign of 2015 for Ooredoo, and the Gold Effie-winning campaign for Taiwan Noodle, which stole the heart of the nation.

We also forged new relationships with SMU, Miami Ad School, Falmouth UK, AMEs and Lasalle. In Myanmar we partnered with Phandeeeyar and Facebook to bring new skills to this breakout market. We continued our work with The Marketing Society, Warc, Cannes Lions, IAS and Portfolio Night.

In 2015, we published a collection of six original essays, *The 6 Pillars of Collaboration*, aimed at driving the industry debate on collaboration and this formed the basis of our first ever WPP Atticus thought leadership submission, which was developed and submitted from our office in Jakarta, Indonesia.

Most of the people who joined us in 2015 came from leading digital and creative agencies, bringing with them new skills in social, content, media, programmatic, data and digital

In 2016, we will continue to drive the industry discussion in Asia about horizontality and collaboration. From this we hope to build our reputation, our product and our portfolio of skills as we continue to deliver our Five Year Plan. ■

Commarco

Report by Christian Tiedemann

Joint chief executive officer

In 2015, our top creative brand **Scholz & Friends** was rewarded as Agency of the Decade in Germany (Neptun Award), launched the new worldwide Astra campaign for its top client Opel and achieved a strong new business performance, winning otelo (Vodafone), WDR (the largest broadcasting station in Germany), additional Siemens business and various government accounts.

Our joint venture investment in digital media/performance marketing is rapidly growing and will in future combine with WPP specialists to deliver value for our clients.

With the newly-established 'Partnerboard', Scholz & Friends strengthened its entrepreneurial partnerships and implemented a new management system. The Board of Partners is now the top strategic and executive decision-making body of the Scholz & Friends Group.

Our digital brands **deepblue networks** and **KKLD*** increased our digital share of business by collaborating with other Commarco agencies as well as contributing digital expertise to WPP in Germany. deepblue developed a highly-successful app for Migros in Switzerland, and KKLD* maintained its status as the international lead agency in social media for MINI.

gkk Dialog Group/iPS – our CRM and Dialogmarketing Group – successfully retained the BMW Customer Interaction Center business until 2020. Major clients Samsung, ING-Diba, Payback, American Express and other blue-chips led gkk/iPS to its highest revenue level in company history.

United Visions – our moving media and creative content producer with a strong footprint in automotive – began its expansion in the US (in Los Angeles), collaborating with WPP companies and top local creative producers.

Commarco also acquired a majority stake in **Nicole Weber Communications (NWC)**, a full-service PR agency specialist at lifestyle, fashion, beauty and automotive. In Hamburg and Berlin, NWC is handling Opel, Olympus, Cadillac and other strong local brands. ■

MEDIA INVESTMENT MANAGEMENT

GroupM

Report by Irwin Gotlieb

Global chairman
and

Dominic Proctor

Global president

GroupM has always delivered the advantages of scale in the ever-mutable media marketplace. Bargaining power is an enduring value, but it's not all about our size. As market leader, it's our responsibility to see further and more keenly into markets, even across walled gardens, to give our clients an edge.

Our business is hyper-competitive and we continue evolving. In 2015, we clarified our advantages for clients, our people and WPP's stakeholders with new positioning underscoring the inextricable role of data and technology in media. We continued investing in the agency platform of the future to be ready for a world where all media is digital and where all audiences can be targeted using data – data we're uniquely positioned to harness through our position in WPP.

Our acquisitions of The Exchange Lab and its global programmatic platform and Medialets' mobile ad serving and measurement technologies are significant in this path, as is the addition of Essence which, until joining us, was the world's largest independent buyer of digital media. This largest independent has now joined the world's largest media group, furthering our objective to create a peerless digital team enabled by the most connected technology.

“It's our responsibility to see further and more keenly into markets, even across walled gardens, to give our clients an edge”

We're not just readying for the digital future, we're embracing our responsibility to shape it, leveraging client influence to drive integrity – demanding accountability in viewability, sensible and third party-verified audience measures, fraud remedies and assurances of brand safety. And, with our TV ad targeting unit Modi Media leading

the US advanced television space, we're impacting the digital future of television too.

Our agencies' reports that follow describe new successes in 2015. Our figures show we've grown share globally – and very significantly in North America. This was achieved via the extraordinary dedication of our 27,500 people, whose inquisitiveness about media, consumers and marketing is never satisfied. ■

Xaxis

Report by Brian Gleason

Global chief executive officer

Xaxis had one billion reasons to smile in 2015 as we passed 10 figures in billings.

Through new products, new locations, strategic acquisitions and the efforts of our talented team working in 45 markets around the world, we continued to extend our dominance of the programmatic space.

“Audiences and data remain at the heart of everything we do”

And the industry has taken notice. MediaPost named Xaxis as its Media Supplier of the Year citing our “dominant market position.” AdExchanger has called our and WPP's investment in technology “exceptional.”

Technology investment continues to be a key element of our success. The acquisition of mobile ad-tech start-up ActionX helped us to nearly triple our mobile revenues while providing clients with a new suite of proprietary solutions. To capture a slice of the fast-growing performance advertising market we launched Light Reaction, an entirely new business unit with a unique pay-for-performance model offering guaranteed consumer outcomes.

We've taken our data expertise into the creative realm with an expanding focus on programmatic creative or, as we call it, self-assembling ads. In Asia, we debuted in several new markets while launching the region's first product to guarantee 100% viewability. And in the US we're tackling the upcoming 2016 Presidential Election with Xaxis Politics, the first ever product to use offline voter data for digital targeting.

Audiences and data remain at the heart of everything we do. In 2016, we're poised to make great strides in personalization, creativity and performance as we continue to advance the capabilities of the industry while fulfilling our mission of making advertising welcome. ■

Maxus

Report by Lindsay Pattison
Worldwide chief executive officer

Our industry is undergoing massive transformational change. In 2015, Maxus carried out a study in partnership with the *Financial Times* into what change means to business leaders. We discovered that whilst 90% are experiencing transformational, technologically-driven change, only 24% feel prepared.

"We continued to secure outstanding new talent, embracing fiercely smart strategy and tech leaders"

This sharpened Maxus' proposition: we lead clients through change to deliver meaningful business results. In 2015, we achieved this through a mix of smart organic growth and a steadfast focus on strengthening existing client relationships. We expanded specialist services for clients like NBCU, Valeant, Church & Dwight, BT, Huawei and Aldi to name but a few.

Key to our evolution is the launch of a new planning approach – Change Planning – which starts with the simple question; "Where are you today... where do you want to be tomorrow?" and results in a plan that informs strategic change. To embed this, we trained 180 senior client leaders, developing skills of resilience, curiosity and presence.

We continue to pioneer in high-growth regions, launching Maxus Mesh in Asia as a marketing command centre to leverage the combined power of big data, content and advanced analytics to drive accountability in real, or close to real-time.

In the US, we saw super-strong performance with huge topline growth under Steve Williams's leadership, and we were delighted to win an Effie for our work on NBC Sports. India continues to be our most-awarded market, winning

five effectiveness awards at AMES APAC and Digital & Social Agency of the Year locally.

Our 'East out' strategy for new business triumphed, as we welcomed the \$200 million Huawei account into a global remit, having held the business locally in China.

And we continued to secure outstanding new talent, embracing fiercely smart strategy and tech leaders to our global exco and charismatic leaders in key markets.

2015 has been a stellar year for Maxus; through our behaviours, attitude, work and results we are leading change and I'm really excited to build on this momentum in 2016. ■

MediaCom

Report by Stephen Allan
Worldwide chairman and chief executive officer

This time last year, I reported that we had stopped calling ourselves a media agency; instead we reinvented MediaCom as The Content + Connections Agency, reflecting the enormous changes that have occurred in technology, consumer behaviour and, consequently, in the services our clients demand.

Underpinning this is our 'Systems Thinking' philosophy – understanding and optimising the total system of content and connections, and not just the individual channels within it. We bring Systems Thinking to life in every aspect of our business...

■ Firstly, it means we focus on interrelationships. In fact, we've collaborated more than ever with our sister companies in 2015, working across pitches and clients with the likes of Grey, Geometry, Hogarth, Johannes Leonardo, Salmon, Wunderman and its KBM Group and, of course, Kantar and GroupM.

■ Secondly, it means we plan for outcomes. Working more closely with our sister companies has helped us unlock our ability to target consumers individually at scale, enabling us to deliver highly-targeted, outcomes-based campaigns for our clients.

■ And thirdly, it means our people are Systems Thinkers. With all the complex levels of data at our disposal today, it's our people who turn it into insights and strategies, which ultimately translates into the growth we're delivering for our clients – and for ourselves.

Last year, we saw strong growth from existing clients across new geographies including AB-Inbev, GSK-Novartis, Mars, P&G, Subway, The Coca-Cola Company and, most

recently, Sony, which included the new PlayStation business. Additional new business included Actavis, Agoda, American Airlines, Bank of China, JG Wentworth, Pernod Ricard, Tempur Sealy and Tesco. Altogether, this growth totalled \$2.6 billion in annualised billings, which means we now work with a third of the world's top 30 advertisers in 20+ markets.

"We've collaborated more than ever with our sister companies in 2015, working across pitches and clients"

Our repositioning has led to further industry recognition, notably being named in June 2015 as the world's No.1 media network in RECMA's *Network Diagnostics Report*, which evaluates overall agency quality. Additionally, we won over 290 awards, including Global Agency of the Year at the M&M awards. We were the most-awarded media network at the Cannes International Festival of Creativity, and earned the Grand Prix at the International Content Marketing Awards.

Our mission, as ever, remains the same: to grow our clients' businesses. But to continue achieving this, we've had to change. As more and more brands continue to look to marketing to drive their topline growth, we think our transformation into The Content + Connections Agency means we're well placed to continue to do just that. ■

MEC

Report by Charles Courtier
Chief executive officer

2 015 has been a very strong year for us. We delivered double-digit growth across all regions, with the US leading the way as the best performer. We joined the WPP Billion Dollar Club (one of only nine companies) and in October we moved up to become RECMA's No.3 Most Dynamic Agency Network.

It was an infamously big year for media pitches. We battled hard and the highs certainly outweighed the lows. Game changing wins like L'Oréal in the US, Lloyds Banking

Group in the UK, AT&T in Mexico and GoDaddy.com globally were all hugely important.

The dramatic shift of our business to digital and data continues to drive growth and reshape our operations. Digital and data revenues now represent 53% of the total, and that's a 60% increase since 2013. It's a similar story on the profile of our people.

Digital businesses obviously have a huge impact on our development. Clients like Netflix, Uber, Vodafone, AT&T, Flipkart in India, BGL (Comparethemarket.com) are all fast-growing businesses that also influence and challenge our structure and future direction.

Some key moves will play a big role for us in 2016. We named Stuart Bowden as global chief strategy officer, responsible for designing, integrating and championing MEC's strategic product. We also appointed Pele Cortizo-Burgess as global chief creative officer; a new role and one that recognises how much our creative leadership has become an essential part of the agency's future globally.

Shortly, we will launch a new division globally, MEC Wavemaker, which brings together our content, partnerships, social and search capabilities; built around the growing importance that content plays in our business. It starts life as a \$100 million division with 700 people.

"It was an infamously big year for media pitches. We battled hard and the highs certainly outweighed the lows"

These are clearly interesting times. And MEC is positioned firmly at the crossroads where data, technology and creativity merge. ■

Mindshare

Report by Nick Emery
Global chief executive officer

We set out with some big ambitions for 2015 across new business, product innovation, our creative output and driving automation and invention across the network. We met those ambitions.

Unilever, General Mills, Facebook and booking.com voted for us as their global media agency of record – all progressive and visionary clients and from very different businesses, testifying to our breadth and diversity. These global wins were complemented by significant national wins from Indofood in Indonesia, Leroy Merlin in Russia, Foxtel in Australia and Kang Shi Fu in China.

“ We are developing new approaches with our proprietary technology stack and making dynamic addressable marketing a reality ”

Our product innovation continued with the roll-out of our data-infused Loop rooms, discovering real-time insights that drive real-time actions, across 40 offices. We have reinvented communications planning for an adaptive age with ‘Planning for Agility’, creating ideas that move at the speed of culture and we have delivered outcome-focused solutions through FAST (Future Adaptive Specialist Team) units in global hubs, pulling together programmatic, search, social and digital display into one performance-focused delivery unit that works across markets. Content+ now creates dynamic real-time content for a programmatic age and, together with Kantar, we have developed Growth, a toolkit to drive sales and growth across markets. Shop+ and Life+ are our future-facing units dedicated to driving media as digital retail shelf space, and wearables and Internet of Things services respectively.

On the creative front, we enjoyed huge success, winning the Cannes International Festival of Creativity Media Lions Grand Prix with Vodafone Team Red and multiple other Lions for Nike and Unilever. We won two of the three global Effies with Jaguar Land Rover and Nike and 38 Effies in total across the world. We were named the MMA Global Mobile Agency of the Year, Global Cristal Awards Media Agency of the Year, Mediapost’s Social Agency of the Year, *Campaign’s* Network of the Year in Asia and national Agency of the Year in Singapore, China, the Netherlands, Sweden, Turkey and India – with over 170 awards in India alone in 2015.

This year will be more of the same but faster. Our biggest challenge is to marry brand marketing and outcome-based media and to fuse both aggregated channel planning with individual and addressable audience planning and trading. We are developing new approaches with our proprietary technology stack and making dynamic addressable marketing a reality. ■

Essence

Report by Christian Juhl
Global chief executive officer

Advertising Age was prophetic in naming us an ‘Agency to Watch’ last year. In 2015, we grew our existing clients by 30%, started new relationships with global brands like HP and Intuit, opened three new offices and hired 100+ teammates. To make it even more exciting, we culminated the year by joining GroupM, following 10 years of independence.

At Essence, our mission is to ‘make advertising more valuable to the world’. In 2015, we accomplished this more than ever before by solving some of the world’s toughest digital marketing challenges with the world’s very best talent. We continue to advance the industry in analytics, data science, technology and content – all leading to our vision of Essence being recognized as the world’s most advanced digital marketing agency.

“ We continue to advance the industry in analytics, data science, technology and content ”

On the financial front, this year marked our fifth sequential year of double-digit growth, with global revenue from business development up 240% year-on-year. In addition to the aforementioned new client wins, we won valuable assignments from GrubHub, Visa and Viber. And of course, our role as Google’s global digital media agency of record continues to thrive. Also, it was the first year our ad tech practice made a meaningful contribution to our total revenue. This enabled us to increase our

How we're doing

Media Investment Management

investment in technology, bringing our engineering team to roughly 20% of our total staff.

We'll continue to invent, analyze and experiment in 2016. We're currently in the process of creating a new approach to talent acquisition and development. Our people are our greatest asset and at Essence we recruit, hire and retain only the very best. And it's only by keeping them as our center that we can continue to lead and push the boundaries of digital media and marketing. ■

tenthavenue

Report by Rupert Day

Chief executive officer



Our objectives for 2015 were two-fold: the continuous development of our existing services to clients through the application of data and technology; and the creation of new products and services focused around increasing the efficiency of clients' marketing.

Application of data and technology

Reaching audiences with precision when they are outside their home is critical to some clients and creates opportunities for tenthavenue to plan and execute media and content in unison.

Growth of digital screens in the out-of-home (OOH) environment and new distribution technologies create the potential to build near- to real-time content optimization and enables the innovative use of mobile data to understand geo-located OOH audiences. Our development of new planning techniques joins up audiences across locations, devices and screens. This is especially true in retail. Our recent successes include:

■ **Kinetic China** being awarded the full service media assignment for Swatch in China; covering all of television, print, OOH and online.

■ **Poster Conseil/Kinetic in France** is starting to revolutionize OOH planning and measurement by utilizing mobile data from Spafax Networks.

Increasing client efficiency

The opportunity to tenthavenue lies in the area of content creation, management and distribution.

1. Build once for all screens

Combining content management and digital production capabilities from agencies such as **Forward** and **Candyspace** allows us to design content, then build the core asset once only and allow for screen and market adaptation. This drives savings for clients, true transparency on cost of asset creation and aligns content across all publishers. Clients have realised that getting ad networks to build creative execution is expedient but far from best practice.

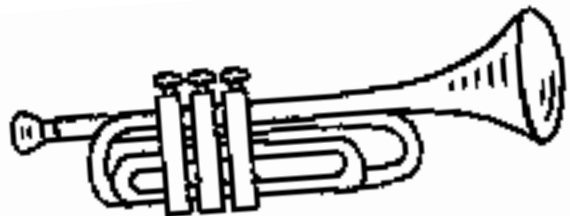
2. Manage and distribute

tenthavenue is developing technology solutions in the management and distribution of content to catch up to the efficiencies already seen in online digital. Specifically, where inefficiencies still pervade or unique market circumstance exist, i.e.:

- Out of home screens in all markets; and
- Developing markets where mobile handsets are the primary screens – and where functionality is lower and data costs are higher.

“ Our development of new planning techniques joins up audiences across locations, devices and screens ”

As ever, many thanks to all our clients, partners and people for their support in 2015. ■



DATA INVESTMENT MANAGEMENT

Kantar

Report by Eric Salama

Chairman and chief executive officer

Our clients are fixated by the need to differentiate and be relevant. It is that relevant differentiation which allows them to charge price premiums, maintain margins, secure distribution on acceptable terms and have customers remain loyal to them and try new products and services.

“ We have teamed with other WPP companies to ensure that our insights are widely used and embedded to improve the effectiveness and efficiency of creative and media campaigns ”

We are equally fixated by the need to be relevant and differentiated in the eyes of our clients, for many of the same reasons. Against that background we were delighted with the highest-ever increase in our preference scores in 2015 (by an unprecedented eight percentage points) – the measure of differentiation used by our clients to assess our relationship and work. We are not just *talking* about relevant differentiation – clients are experiencing it. It is testimony to the focus we have put on making our work contemporary and relevant to the issues our clients are facing and to the thought leadership, innovation and quality of talent which we have brought to market during the year.

Relevant thought leadership

We have delivered world-class thought leadership around the issues of greatest importance to our clients. Issues such as how to build strong brands, compete effectively at a local level, succeed in e-commerce, charge and maintain premium prices. We have continued to publish studies that have been read, discussed and absorbed by top management around the world. Examples have been Millward Brown BrandZ rankings globally and in China, India, Indonesia and

LatAm, Kantar Worldpanel's Brand Footprint which focuses on the issue of penetration, Added Value's cultural insight and premiumisation work and The Futures Company Millennials, Centennials and Polycultural publications, as well as Kantar Retail publications about e-commerce and their retail PoweRankings. Many of the benchmarks we have created (e.g. strength of retail brands, penetration, brand differentiation) have been adopted as KPIs for senior management in a host of client organisations and have led to clients commissioning new work.

As clients have sought to restructure and reorient their marketing and insight departments, Vermeer's work on Marketing 2020 and Insights 2020 has been published in *Harvard Business Review*, discussed in CMO forums around the world and used by clients to benchmark the degree to which they are positioned to use marketing, insights and analytics to grow.

Relevant innovation

We have focused on the issues which are the biggest pain points for our clients. To these ends we have piloted, launched and rolled out a number of new approaches, notably:

Making our work more impactful and predictive

- Building our consulting capability. We have 1000+ consultants working within Kantar on marketing strategies which span sectors such as retail and healthcare to issues such as structure, market access and embedding insights. Their impact has been felt by our clients ever more widely this year.
- Socially infused tracking. TNS now incorporates social media data in its tracking product for clients such as SABMiller, making the results more real-time and predictive.
- Programmatic segmentation. Clients such as IHG have benefited from our ability to take our consumer segmentation work for them, map profiles on to larger databases and deliver these to a media agency to plan and buy media in a way which has a proven uplift.
- Using profiles. Through our Ignite and Lightspeed platforms, and working cooperatively with GroupM and Wunderman, we have built rich profiles on millions of people across multiple markets – profiles that can be used to enhance media planning and buying and which we can use to target surveys on the basis of people's behaviours and attitudes.
- Working horizontally. On many clients as diverse as Indofoods in Indonesia, Pfizer globally and L'Oréal in the US, we have teamed with other WPP companies to ensure that our insights are widely used and embedded to improve the effectiveness and efficiency of creative and media campaigns.

■ Transforming creative deliverables. In expanding our creative capability through the acquisition of Graphic (previously Guardian Digital Agency) and in putting more internal emphasis on our creativity, clients as diverse as EY and MundiPharma have rewarded us with more work on the back of impactful creative ways of delivering insights. And brands such as Kantar Health have built a reputation for delivering complex medical conclusions through interactive compelling dashboards.

■ Helping society through our public affairs work. Insight and polling work for governments and NGOs has an impact of a different order. IMRB's work for the Indian Department of AIDS control and TNS's work for the Kenyan Government on digital tax collection go to the heart of policy making, while the polling we do around the world informs the public debate.

Our best work often comes from multi-brand multi-skill teams putting aside agendas

How digital is transforming brand building

■ Measuring content. A key starting point is Kantar Media's ability to measure content on all devices and platforms. The Netherlands became the first market in the world to roll out cross-media measurement and we were thrilled to be chosen as the industry's partner to do so. In the UK, we are measuring and reporting content which is viewed time shifted and/or through various players on tablets and smartphones. In Spain, we have built on our partnership with comScore to launch an integrated TV and digital service. We are currently looking at how we can export real-time ratings (the only market in the world where these are available being LatAm, through Kantar IBOPE Media) to other markets. And we will continue to roll out our Twitter ratings service which helps clients understand the relationship between TV viewing and Twitter activity and its impact on engagement.

■ Measuring digital brand building. Millward Brown's Digital Behaviour Analytics gives clients an understanding of the digital path to purchase while our AdReaction and Link for Digital products give clients a way of measuring the impact that advertising and other content is having on brands. Our partnership with comScore has resulted in a more global, digitally-centred brand lift service.

Optimising marketing spend

■ A key focus has been in helping clients understand and optimize the impact of trade action. Kantar Retail XTEL's award-winning promotion optimization software has been adopted by clients such as Kellogg's and L'Oréal globally; Kantar Retail Virtual Reality has been adopted after fierce pitches by clients such as Unilever and Sam's Club to help optimize supply chain issues.

■ Similarly, we are focused on relating media consumption to purchase behaviour. PowerPurchase was launched by Millward Brown and Kantar Worldpanel to link brand equity with purchase behaviour, the first client being JBS in Brazil. In many markets we have linked digital tags to Kantar Worldpanel panelists to enable us to relate TV, Twitter and Facebook campaigns to purchase behaviour, and to report for clients a measure of direct short-term ROI. We have done the same in LatAm and the US to link TV and purchase – in LatAm linking panels and, in the US, linking big data sets of comScore, Rentrak and Kantar Shopcom.

Quality of talent

Even more important than technology is the quality of talent we have across Kantar and our culture of innovation and constant improvement. We have seen innovation in everything from finance, HR and operations to marketing and client service. And we have seen in reviews for clients such as Unilever, Treasury Wines and Yildiz that our best work often comes from multi-brand multi-skill teams putting aside agendas and delivering unique sets of actionable insights and strategies.

We have continued to emphasise the importance of diversity in our hiring and have expanded our women's mentoring program. We have seen a growing number of units awarded an externally assessed 'best place to work' award – including Kantar Health by *The Sunday Times* in the UK and Kantar Worldpanel by a host of organisations in France, the UK, Spain, Ireland, China, Taiwan, Brazil and Mexico.

Kantar into 2016

Our recently-introduced Kantar First program will enable better collaboration between our operating brands to better serve client needs by eliminating internal profit silos; by encouraging the sharing of data across brands; and by facilitating better co-operation at a local level around which, increasingly, many important and profitable clients are organising themselves. Kantar First will enable us to bring the best of Kantar to many more of our clients across the world, while keeping the brands and specialisms which they have come to trust. ■

PUBLIC RELATIONS & PUBLIC AFFAIRS

Hill+Knowlton Strategies

Report by Jack Martin

Chief executive officer and chairman

In 2016, our 90th year in business, Hill+Knowlton Strategies is renowned as a global source of wisdom, led by accomplished executives who can deploy an innovative portfolio of communication services delivered by award-winning creative talent. H+K has adapted to the evolving environment involving the democratization of communications, and in 2015 had our third year of notable growth.

Our comprehensive content offering went from strength to strength in 2015

Five years ago, we made a big bet on digital, content creation and social media, and now we are seeing a return on those investments, beginning with the Centre of Creative Strategy in London led by Richard Millar, which has developed a common H+K ideology and is kick-starting our own creative movement. Here we have developed an arsenal of proprietary intellectual property to help our clients develop winning brand narratives.

Our comprehensive content offering went from strength to strength in 2015. With chief global strategist Alex Jutkowitz at the helm, our content expert Group SJR continues to pay dividends, from awards for the GE Tumblr site and Txchnologist to the launch of the content marketing unit Colloquial, a joint venture in Australia combining J. Walter Thompson's well-known marketing brand with the publishing and audience development experience of SJR, the 2014 Global Content Marketer of the Year. In Brazil, we acquired Ideal, a public relations, advertising, digital and content firm with 170 professionals, more than doubling the size of H+K's Latin American operations.

Our continued success is underpinned by great talent and a commitment to a culture where that talent is nurtured. In 2015, the Great Place to Work® Institute again named Hill+Knowlton Strategies Canada one of the Best Workplaces in Canada. Last summer, we launched our global HER program (Helping Executives Rise), and

recently Hill+Knowlton Strategies US received WorldatWork's 'Work-Life 2016 Seal of Distinction.'

We continue to be gratified by the confidence in our work shown by a growing number of world-class clients. We are especially proud to have worked with the RFU for the 2015 Rugby World Cup. The great campaigns built with such long-term partners as adidas, Ford, Intel and P&G give us a chance to do some of our most strategic and creative work. And we're excited by the new relationship with the dynamic brand Huawei.

2016 will be a year of accelerating growth and increasing momentum for this iconic firm with a grand legacy for original thinking, service innovations and creative solutions for complex problems. ■

Cohn & Wolfe

Report by Donna Imperato

Chief executive officer

It was another year of double-digit growth as Cohn & Wolfe reached new heights in our quest to become the best integrated communications agency in the public relations industry. We have advanced well beyond the vision we set five years ago.

Our new business and organic growth were fueled by our ability to deliver the big ideas that clients want and bring those ideas to life through our growing capabilities across mobile, digital, paid and content marketing. This year, we leveraged M.E.-24, our mobile engagement unit, to launch the world's first mobile signature analysis tool for Colgate's Irish Spring Signature line of products. We defied category norms with 'Unbreakable Valor,' a limited-edition, interactive comic book series that transformed Panasonic's Toughpad® tablet into an unlikely B-to-B superhero. And we introduced Mission 31, an underwater exploration with Jacques Cousteau's grandson filmed entirely on Microsoft's Nokia Lumia 1020.

These award-winning campaigns were fueled by initiatives that optimized the quality and consistency of our insight-driven work worldwide. This year, we globally embedded our proprietary DDIM™ (Dig Deeper. Imagine More.) programming process and enhanced our global knowledge-sharing tools.

I am incredibly grateful to our talented people around the world for a stellar 2015. They have been the force behind a number of prestigious industry honors, including

How we're doing

Public Relations & Public Affairs

Large PR Firm of the Year (*PR News*), multiple Best Large Place to Work awards (*Holmes*, *PRWeek*, *PR News*) and two nods for Southeast Asia Agency of the Year (*Holmes*, *Campaign Asia*). Our people have also enabled Cohn & Wolfe to add or expand great clients, including Alcon, Barclaycard, Colgate-Palmolive, Danone, Global Blue, InterContinental Hotels Group, Pandora Jewelry and Treasury Wine Estates.

Our new business and organic growth were fueled by our ability to deliver the big ideas that clients want

Cohn & Wolfe expanded in India, Brazil and China. With majority-stake acquisitions in India's Six Degrees PR and content development and marketing subsidiary, Alphabet Consulting, as well as Brazil's renowned Grupo Máquina, we welcomed hundreds of talented new professionals across Delhi, Mumbai, Bangalore, São Paulo, Rio de Janeiro and Brasília. We also added our twelfth office in Asia, in Guangzhou, to meet growing client demands across China. Our global specialty companies, GCI Health (see page 77) and AxiCom, also performed well with significant new wins and strong organic growth.

I expect to see Cohn & Wolfe deliver another year of excellent growth in 2016, as we further leverage our position as an integrated marketing leader and continue to recruit and retain the industry's best talent. ■



Finsbury

Report by Roland Rudd

Chairman

and

Michael Gross

Chief executive officer

Finsbury is continuing to expand its influence as a globally-integrated strategic communications consultancy. It specialises in managing complex assignments in corporate reputation, financial and transaction communications, public affairs and crisis management. Finsbury has offices in the UK, the US, mainland Europe, the Middle East and Asia. It provides expert strategic advice and execution to many of the world's most successful companies. In 2015, Finsbury added significant new assignments for Hutchison, Foxconn, Bank of China, EY and IE Singapore, among others, to complement its existing work for major clients including Toyota, UnitedHealth Group, Starbucks, Marks & Spencer, Deutsche Bank and Ahold.

Revenues increased as we managed a number of high-profile cross-border deals. We represented SABMiller in its \$107 billion acquisition by Anheuser-Busch InBev, Royal Dutch Shell in its \$70 billion acquisition of BG Group, UnitedHealth Group in its \$12.8 billion acquisition of Catamaran and Walgreens Boots Alliance in its \$9.4 billion acquisition of RiteAid. The company also supported Worldpay's initial public offering, managed major safety and environmental crisis situations for Duke Energy and Toyota, and was appointed as Canada Pension Plan Investment Board's first agency in Asia.

Revenues increased as we managed a number of high-profile cross-border deals

In May, *The Holmes Report* named Finsbury the North America Financial Agency of the Year. This reflects the increasing success of our M&A and financial communications capabilities in the US. ■

HERING SCHUPPENER

Report by Ralf Hering

Principal partner and chief executive officer

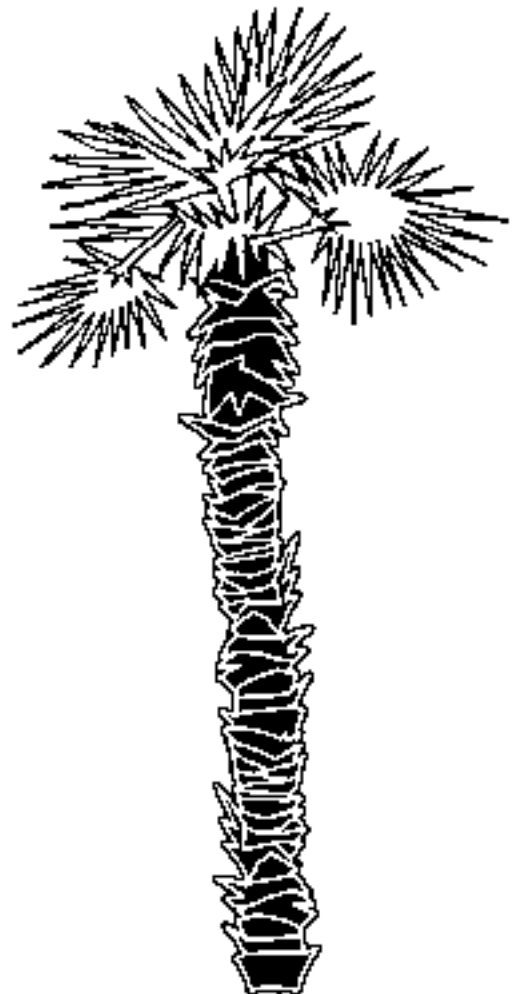
In 2015, we celebrated our 20th anniversary with new records, both in revenues and results. In addition, we remained No.1 in the *Mergermarket* rankings for M&A transactions in Germany – for 12 years now – and ranked in the top 10 in Europe and globally. We also boosted our business with many high-profile assignments, advising clients on communication policies and regulatory issues in large IPOs, CEO transitions, restructurings and global corporate crises.

Our lead position in the strategic communications consultancy market in Germany has never been stronger. We are trusted advisors to more than 150 corporations from Germany, Europe and internationally, across all major industries.

Our pioneering digital corporate & transformation practice helps our clients to manage the communication challenges of 'Industry 4.0'. This key initiative for 2016

Our lead position in the strategic communications consultancy market in Germany has never been stronger

started successfully at the end of last year and is already becoming another competitive advantage for our firm. ■



BRANDING & IDENTITY

Landor

See report by **Lois Jacobs**, chief executive officer, on page 60.

Group XP

Report by **Simon Bolton**

Group chief executive officer

As this report goes to press, I am delighted to announce the formation of Group XP. This group provides an experiential branding capability to clients ready to challenge their marketing conventions. Comprising Brand Union, FITCH and newly-acquired SET – which will also continue to operate individually – the group constitutes one of the world's largest brand experience consulting groups, featuring a thousand smart minds across a network of 40 offices and spanning five continents.

Below are the reports for the three businesses for 2015.

Brand Union

Report by **Toby Southgate**

Worldwide chief executive officer

2015 was a year of change as we took further steps to deliver our belief: 'the experience of the brand is the brand'. This belief captures the shift in the wider world of marketing, a shift that requires new capabilities and approaches. In July 2015, as one of the architects of this belief, I succeeded Simon Bolton as worldwide CEO to lead this charge.

We believe that the broadcast model of brand building is inefficient. Control now sits with users, consumers, audiences and stakeholders of all kinds, empowered with unlimited information and the gift of immediate gratification. These new dynamics are core to our advisory skillset. We are working further upstream than ever, helping businesses navigate their futures, building more relevant, sustainable strategies for growth and engagement.

This approach is now embedded around our network. John Shaw, our chief product officer, continues to develop a team that embodies this commitment. This year, Iain Ellwood joined us as worldwide strategic growth director. Iain brings deep, global experience rooted in quantitative rigour.

Our new approach delivered growth overall and was particularly strong in New York, Singapore, Madrid, Paris and Hong Kong. We re-set our German and African

businesses, promoting Mat Weiss to MD in Africa, a market in which we work closely with Ogilvy. In APAC, where our Ogilvy-shared venture is a source of pride and potential, the business is maturing under the leadership of Monica Lee (Asia North) and Graham Hitchmough (Asia South).

We won new client relationships, including KPMG, Tencent, Dell, Liberty Mutual, Simply Health and Telekom Malaysia. Our long-standing Key Client program remains vital, especially in the context of broader horizontal partnerships across WPP, including Vodafone, GSK, Bank of America, IHG and CBRE. We triumphed at Asia's Transform Awards, with eight wins, including the Grand Prix for Pizza Hut.

We carry momentum and energy into 2016 and are excited by the opportunities that Group XP brings.

FITCH

Report by **Simon Bolton**

Worldwide chief executive officer

'Designing the Future' remains our mission at FITCH and I'm happy to report that we are delivering. We use our rich retail heritage and understanding of the customer journey to evolve unique, responsive physical and digital experiences.

I'm pleased to report that it has been a year of strong business growth, particularly in North America. We have won some significant projects; notably, we are working with Ford to define new customer experiences in the world of automobiles and mobility.

Other major client wins include Samsung, Mars, Supervalu, Butlin's and Edrington.

Hamleys 'Worlds of Play' opened in Moscow in March 2015 and has been recognised at several retail design awards, including Store Design of the Year at the World Retail Awards. FITCH has also been recognised as Design Firm of the Year for a remarkable fifth consecutive year in the US. FITCH won its first Silver and Bronze Cannes Lions for Formation, our book that pays tribute to the craft of the adidas World Cup identity.

We began 2015 by consolidating our global studios into three regions overseen by regional CEOs. Hermann Behrens joined us in March to lead the business in North America. David Blair, previously MD for EMEA, expanded his role to build the business in India, which he originally established in 2007.

Our growth in 2015 came in spite of an increase in caution on the part of many brands and retailers in more

mature markets. I look forward to working closely with the global team to build FITCH's opportunities in new markets and in the new offer created by Group XP.

SET

Report by Sabina Teshler

Founder and chief executive officer

SET, a world-class brand experience agency, joined WPP in June 2015. We design and curate great customer experiences in retail, trade and live event environments.

Operating from our US base in Portland, Oregon, SET was originally established to support major leisure apparel brands such as Nike, Oakley and Arc'teryx. In North America, SET also has offices in Long Beach, California and New York and this has led to the diversification of our offer to win major assignments from Google, TCCC, Christian Dior, Beats, Spotify and Microsoft.

2015 was a significant year as SET began our international expansion through the acquisition of live events agency Flourish in London. The founders, Catherine Smee and Guy Tremlett, joined the global management board and will look to expand their imaginative expertise into new markets. We also established a presence in Amsterdam.

2015's high points included NBA All Stars for Nike, Michael Jordan Paris at Palais Tokyo and the Bentayga launch for Bentley at the Geneva motor show. In 2016, we look forward to playing a significant role in Group XP. ■

The Partnership

Report by Jim Prior

Chief executive officer, The Partnership

As a group of five distinct but closely-collaborative companies operating from 20 offices around the world, The Partnership combines all the benefits of a global brand and design network with those of boutique, specialist agencies. Each company is a reputational leader in its field and is committed to a relentlessly high standard of work delivered through individually-tailored client relationships led by senior practitioners.

All five companies in The Partnership delivered strong performances in 2015.

Addison Group

Under the leadership of CEO Tom Robinson, the company strengthened its reputation as a leader in corporate content and communication, most notably with clients such as British Land and Essentra. Digital capabilities form a significant part of the offer and were instrumental in securing several new client wins.

Lambie-Nairn

Specialists in the creation and management of dynamic brands, Lambie-Nairn's offer proved compelling to clients across the world in 2015. The company's Brand Optimisation offer – a systemised way to manage multi-market, multi-brand, multi-agency brand coherence – and its outstanding capabilities in motion graphic design helped the company perform strongly.

Peclers Paris

CEO Eric Duchamp oversaw a successful year. The company's highly-influential trend books sold well globally and its consulting business grew substantially in China, the US and Europe. With long-established strength in the fashion and beauty sectors, Peclers continues to gain traction as a general trend and futures expert with value to a wide-reaching portfolio of clients.

The Partners

The Partners saw excellent growth across all of its three offices – London, New York and Singapore. The company's reputation for a balanced combination of strategic and creative excellence was furthered by its *Brand Value Growth* study, produced in conjunction with BrandZ and Millward Brown, and by numerous creative award successes around the world.

VBAT

From its base in the Netherlands, VBAT's influence extended far and wide in 2015, for example with major programs of work for Woolworths in Australia and Pemex in Mexico. Under the leadership of CEO Eugene Bay, and with capabilities in retail, packaging and corporate brand design, VBAT is a leading light in the Dutch market and a global force. ■

HEALTHCARE COMMUNICATIONS

Ogilvy CommonHealth Worldwide

Report by **Matt Giegerich**

Chairman and chief executive officer

Despite hastening challenge and change in the global healthcare marketplace, Ogilvy CommonHealth Worldwide (OCHWW) delivered yet another year of growth and expansion in 2015. In moves consistent with our five-year plan, we've continued driving the agency forward with a focus on streamlining our global network, collaborating across Ogilvy and WPP, relentlessly pursuing creativity and innovation in healthcare communications, and further diversifying our client base.

“ Our collaborations within the Ogilvy network and across WPP have allowed us to expand our breadth of services while creating better global efficiencies ”

Over the past year we streamlined the OCHWW network to better align with our clients' global footprints, ensuring wherever a marketplace need or opportunity arises, we have both the physical presence and required health expertise in place. Our collaborations within the Ogilvy network and across WPP have allowed us to expand our breadth of services while creating better global efficiencies. Examples include our emphasis on success with Team clients, our collaboration with Sudler & Hennessey to combine offices in Spain, as well as our providing full financial system and back-office support for WPP's largest US healthcare agencies.

In this rapidly evolving environment, innovation – new skills, new services, new technologies – is vital to OCHWW's long-term success. This year, along with numerous other advances, we launched a comprehensive electronic health records offering to enable contextual messaging within the normal course of a physician's digital workflow, pioneered the application of social media within

the highly-regulated healthcare environment, and developed unique expertise in data design and health behavior change, making it easier for all audiences to more fully comprehend and act upon health information.

With 41 new assignments from 25 clients in the US alone, we continued to expand our business in traditional biopharmaceuticals. But with ongoing industry consolidation and financial pressures mounting, we broadened our focus well beyond pharma, pushing further into the health and wellness marketplace and converting new work around the globe in OTCs, medical diagnostics, nutrition and health service brands. To this end, we launched Ogilvy CommonHealth Wellbeing, focused on helping transform the individual health state based on fundamental human biology, beliefs and behavior.

And our relentless march forward will continue in 2016 and beyond as we continue to envision and drive the inherently important future of health-oriented communication. ■

ghg | greyhealth group

Report by **Lynn Vos**

Chief executive officer

In 2015, ghg had its best year ever, achieving significant top-line and double-digit profit growth, fueled by breakthrough, multichannel agency launch campaigns, innovative medical education and healthcare-access programs. ghg significantly expanded its client base, launched several new products in oncology, rare diseases and diagnostics, and has engaged with exciting start-ups in the health IT sector.

It is a 'never before' moment in healthcare, where the trends are working in favor of positive change: a shift from products to outcomes, the growing personalization of health content, technology-enabled care, and a national will to stomp out chronic disease. Demonstrating its spirit of innovation and role as a change agent, ghg became IBM Watson's first health-agency partner, making it possible to bring cognitive computing to healthcare brands. ghg acquired The Lathe, a mobile-first agency pioneering m-health programs that connect patients, caregivers and professionals. In addition, ghg expanded its new point-of-care offerings, investing in OptimizeRx Corporation, a software company whose content-delivery platform enables pharmaceutical companies to provide on-demand patient-care services, and PARx Solutions, which specializes in expediting the prior-authorization process.

With the growing use of digital and cognitive technology, healthcare industry marketers have a golden opportunity to deliver behavioral insight-based messaging and tools to drive better health outcomes. ghg's thought leadership and original research in these areas led to the coining of the phrase 'Chief Health Officer,' or CHO, the individual (usually female) who makes healthcare decisions for herself and her family, as well as the creation of the seminal white paper, *The Gulf Between Them: The New Customer and Her Healthcare Partners*. ghg believes that Communication is the Cure™ to improving health and wellness, and the CHO will be an effective, even revolutionary, healthcare advocate.

“ Demonstrating its spirit of innovation and role as a change agent, ghg became IBM Watson's first health-agency partner ”

ghg's philanthropic work with the Jed Foundation continues to be highly rewarding, as major progress is underway to address the emotional health challenges of young adults on campuses nationwide. ■



GCI Health

Report by Wendy Lund
Chief executive officer

GCI Health, WPP's global specialty healthcare communications and PR agency, is continually recognized for our ability to integrate across marketing disciplines and within PR to identify the most appropriate channels and platforms that maximize the impact of our clients' messages, specifically leveraging our sought-after traditional, social media and advocacy capabilities.

GCI Health has garnered an enormous amount of recognition in 2015, being named both Global and North American Healthcare Agency of the Year by *The Holmes Report*, and *Bulldog Reporter's* Healthcare Agency of the Year. Our creative and breakthrough programming was honored with a SABRE Award for RX Campaign of the Year, Global SABRE for PR Campaign of the Year, *PRWeek's* Global Breakthrough Campaign of the Year and multiple digital and multicultural awards.

Our thought leadership in today's multi-channel landscape has allowed us to continue our record growth, bringing on 30 new accounts in innovative, emerging areas and ones with a critical unmet need, like biosimilars, oncology, ALS, spinal cord injury, medical device and top-notch healthcare providers.

“ Our thought leadership in today's multi-channel landscape has allowed us to continue our record growth ”

In 2016, GCI Health will continue to help our clients embrace the changing healthcare landscape, 'do something different' in this heavily-regulated environment and put patients at the center of everything we do. ■

DIRECT, DIGITAL, PROMOTION & RELATIONSHIP MARKETING

AKQA

Report by Ajaz Ahmed
Chief executive officer

Ideas that move the world

In 2015, AKQA's collaboration with our clients delivered a continuous stream of imaginative, breathtaking work. Highlights include 'Your Year' directed by Nike+, 'The Last Shot' for Jordan and 'Don't Look Away' for Usher.

Momentum

We were appointed by 14 new organisations while increasing our responsibilities and expanding relationships with existing clients.

Recognition

Breaking all previous records, we won more than 125 major awards – including 12 Cannes Lions and four D&AD – making it our most successful awards year to date.

Team

The credit for these awards goes to our team – around 2,000 people across 17 offices. We opened a new office in Gothenburg, expanded our spaces in New York and Tokyo, and welcomed 200 employees in Italy with the addition of H-ART to our family.

Thought

As part of our AKQA Insight series, we have hosted speakers from billionaire tech CEOs to visionary astronomers, each sharing their illuminating thoughts with our team and clients. And as a follow-up to our bestselling title *Velocity*, Penguin Random House published *Limitless: Leadership That Endures*. All proceeds from *Limitless* are donated to five charities voted for by our people.

The limitless generation

We celebrated 10 years of AKQA Future Lions, the official student competition we pioneered at Cannes. Future Lions challenges young innovators to create an idea not possible three years ago. Attracting more than 2,000 entries from 60 countries, Future Lions is the most popular category at the Cannes Lions Festival. By providing the next generation with a platform to share their imagination and drive, Future Lions has helped to kick-start hundreds of careers in our industry.

The future inspires us. We work to inspire

2015 has been momentous year for the work, our people and clients. And now, more than ever, we're excited about creating what's next. ■

Geometry Global

Report by Steve Harding
Global chief executive officer

In 2015, we made robust efforts to build capabilities while expanding our key global client relationships and creating award-winning, effective work. I'm pleased to report that these measures bore fruit – we achieved an excellent performance, we are operationally more efficient and well-positioned to leverage the tremendous growth opportunities that lay before us.

Much of this momentum was sparked early in the year when we articulated our guiding purpose for Geometry's future – *We inspire people to buy well* – and voiced a belief system that all our people could embrace. In addition, leaders from across our network united their ambitions and charted a practical roadmap for success underpinned by *Pivotal Ideas* – our creative approach, and *Leonardo* – our strategic methodology.

With a renewed vigor in our offering, we significantly broadened the global scope and scale of our relationships with Coca-Cola, Unilever and GSK in 2015. Simultaneously, we expanded our footprint in important markets such as Mexico, with the acquisition of Cacto Arte e Ideas S.A. De C.V. (Cacto). In India, we merged with Encompass to form the Geometry Global-Encompass Network, becoming the largest experiential marketing entity in the region.

These strides are large but the one we are most proud of is that we raised the bar on the quality of our client work, winning more than 300 global and regional awards including 19 Lions at Cannes and 48 Effies. This speaks to our extremely talented team whose creativity and intellect have enabled us to be counted among the best in the business.

2016 promises to be action-packed as we uncover new opportunities in continued collaboration with our valued WPP partners. We look forward to a steady march towards incremental growth as we continue to make a measurable impact on our clients' business. ■

SPECIALIST COMMUNICATIONS

Report by Mary-Ellen Howe

Chief operating officer, Specialist Communications, North America and

Laurence Mellman

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 2016 remains positive with continuing growth expected.

WPP Scangroup is listed on the Nairobi Securities Exchange, operating a multi-agency model as WPP's partner 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.

2015 saw the first full-year benefit of new offices in Uganda (J. Walter Thompson) and Zambia (Ogilvy & Mather), and H+K Strategies in Nigeria was launched. The media agencies also became more closely aligned with the GroupM network.

The company's agencies continued to win numerous awards across the region.

Alongside collaboration with sister agencies, acquisition opportunities continue to be assessed to broaden service and geographical offerings.

In 2015, **Berlin Cameron** made a strategic move to focus the growth engine of the business on strategic planning and consulting. The agency partnered with BAV Consulting and, after several successful collaborations for US clients Comcast, Vimeo and the GILT Group, landed its first major global project: the repositioning assignment for Toyota Motor Corporation's Lexus brand. While consulting will continue to be a lead focus in 2016, the agency

experienced strong growth from its long-time client Capital One, with major assignments for Capital One Home Loans and the repositioning of the Capital One Bank.

Seattle-based **Cole & Weber** increased revenue by 80% after winning new business from Harmonix (makers of the Rock Band video game), Trident Seafoods (America's largest seafood producer) and DeVry University among others. Clients appreciate the nimbleness of a medium-size agency that combines the creativity of a boutique with the strategic rigour of a business consultancy and the digital prowess of a stand-alone digital shop.

Sra. Rushmore in Madrid worked to consolidate the Vodafone account in 2015 with a win of the digital business and the launch of Vodafone One and Vodafone TV. In addition, the agency was named as one of three global agencies to work on the Coca-Cola global brand – a tremendous achievement.

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

The Farm Group had another year of significant activity in 2015, providing post production solutions for producers and broadcasters in the UK and US. The London facilities remain highly utilized on prime-time projects (such as *Downton Abbey*) for ITV, BBC, Channel 4, and UKTV. A new, state-of-the-art facility is being built in London. Activity in 2016 will include coverage of the Rio Summer Olympic Games.

US-based corporate events company **MJM** created inspiration and impact for top-tier clients, including Deloitte, NAPA, Discover, Unilever and Pfizer. MJM took talent development and corporate assembly to the next

How we're doing

Specialist Communications/WPP Digital

WPP DIGITAL

level with creative strategy and production for their clients' most significant internal-facing events.

Metro Broadcast continued to invest in game-changing event technologies and creative skills, combining both to deliver complex, live events in the UK and around the world. Clients from a range of sectors including banking, professional services, pharmaceuticals, energy and government rely on Metro's creative and technical strengths to find new and exciting ways to engage audiences through live or broadcast communications.

Mando continued to solidify its position as the world's No.1 promotional risk management company with another record-breaking year. Investment in France, Spain, Australia, Italy and Germany has enabled key clients such as Nutella, McDonald's, Coca-Cola and E.Leclerc to construct some of the most innovative promotions worldwide.

Pace, under new leadership, expanded its reach to include real estate projects throughout the New York metropolitan area as well as the Boston and Ohio markets. The Green Division continues to expand beyond real estate with additional assignments in the Education sector.

The Food Group has continued to build its food and beverage marketing business with core clients such as Mondelēz, Kraft, Heinz and The McIlhenny Co., and the addition of Mars, Regal Springs Trusthouse and Ventura Foods to its client roster.

Specialist UK CRM agency, **EWA**, continued to build on new services around political polling, surveys and telephone contact with voters, working on local and European elections, and the UK General Election. Core services focused on improving relationships between clients and their customers through the delivery of promotions, campaign response and customer experience solutions, generating new business from JET, Linden Homes and Wiltshire Farm Foods.

BDG architecture + design continued to strengthen its position as a leader in the development and design of dynamic and agile working environments. Its work in the UK included the completion of Ogilvy & Mather and MEC's new location at Sea Containers House (which will accommodate over 2,000 staff) as well as Cannington Court – a highly-sustainable training campus within a Grade 1-listed priory in Somerset – for EDF Energy. Significant client wins through the year included Sky, Palantir and IO Oil and Gas. 2015 also saw the studio increase its international portfolio, the most notable being the three-year co-location project for WPP Madrid. ■

Report by Mark Read

Chief executive officer
and

Mark Povey

Chief operating officer



WPP Digital is a group of companies whose capabilities lie at the forefront of digital marketing, experience development and organizational transformation. In 2015, with a focus on five key areas – mobile, commerce, data and technology, content development and social media marketing, WPP Digital companies continued to win new business, build capability, and receive awards and recognition from partner and industry organisations.

POSSIBLE, a global digital agency, reinforced its position as an innovative, results-oriented agency. The agency introduced the industry to its winning philosophy with the publication of the best-selling book, *Does It Work?* POSSIBLE garnered two Cannes Lions awards for its work on Microsoft's The Collective Project and was ranked by *Advertising Age* as one of the industry's best places to work for the second consecutive year.

Digital innovation agency **Rockfish** experienced growth across new and existing clients and evolved its innovation offerings in retail, omnichannel marketing, business marketing and digital design. The agency was recognised with a win at the TechCrunch Disrupt Ford Hackathon and was named the innovation agency for Southwest Airlines. CMO Dave Knox was named to *Advertising Age*'s 40 Under 40 and CEO Kenny Tomlin was named a 2015 Tech Titan by *Austin Business Journal*.

Blue State Digital strengthened its position as one of the world's top creative and technology agencies for purpose-driven brands. BSD helped raise hundreds of millions of dollars and launched new platforms for high profile organisations including The Global Fund, United Way Worldwide, Google Re:Work, The Barack Obama Foundation, *The Nation* magazine, the Natural History Museum in London, and the Massachusetts Institute of Technology. For the second year, the agency was honoured with the Digital Campaign of the Year in the Healthcare Marketing IMPACT Awards for its work with the Coalition to Protect America's Health Care. BSD also won several Webbys for its work with Google, the British Labour Party and EMILY's List.

Johannes Leonardo, a creative-led agency, continued to treat the consumer as the most potent medium which

led to continued success in 2015. JL grew via expanded relationships with key clients including Google, Mondelēz and adidas Originals, and new business wins including the launch of PlayStation Vue, the company's new streaming TV service.

Digital agency **F.biz** had an excellent year. New business wins included America Móvil, Nestlé Purina, Nescafé Dolce Gusto and all Luxxotica brands. The agency launched a marketing tech consulting business unit and was recognised for its creative capabilities with two Lions at Cannes for its work with Saraiva and Singulares, as well as an Effie Award for its work with Motorola.

Hogarth, a marketing implementation agency, strengthened its position via new business wins in the Middle East, APAC and Latin America, and expanded geographically with the opening of a new office in Istanbul. The agency won and delivered significant new business due to the increase in demand for global digital production efficiency. Hogarth enjoyed particular success in commercial production, engaging globally with some key new clients.

By continuing to acquire, invest in and partner with the most innovative companies in the world, WPP Digital improves the Group's and our clients' understanding of the digital media and technology landscape

Marketing technology and systems integration consultancy **Acceleration** had another strong year in 2015. The company won the Data Story Telling Award for Best Data Integration and was listed by Ventana Research as a 2015 Leader in Business Intelligence based on digital transformation work undertaken with SABMiller. Acceleration also won digital and data transformation initiatives with Standard Bank and T-Mobile.

Global digital commerce consultancy **Salmon** delivered market-changing commerce solutions for leading brands

including Audi, Sainsbury's and Selfridges. Salmon delivered a new global B2B web platform for Premier Farnell in 50 language variants and 20+ currencies, and a new commerce platform for Domestic and General. In recognition of its work, Salmon was awarded Best eCommerce Agency at the RAR Digital Awards while Salmon's client DFS won Best Digital Experience and Best Omni-channel Experience at the UK Digital Experience Awards. Salmon also extended its commerce offering via a partnership with Magento.

Cognifide, an experience management consultancy that specialises in content management and digital asset management had a record year of growth in 2015. The company built on new WPP relationships by embedding global clients such as Ford and HSBC. Other new business wins included recruitment giant Robert Walters, Penguin Random House and GSK.

WPP entities entered into key partnerships that will benefit WPP companies and their clients. The **Data Alliance**, a horizontal team that helps WPP companies access and leverage data, made significant progress in 2015. This group signed partnerships with RAC, Global Webindex, Statista, Facebook and Amazon that will provide access to valuable insights. Newly-established China-based commerce company **Kuvera** entered into a partnership with Paipai, China's leading social commerce platform, that names Kuvera as Paipai's strategic partner for developing mobile social commerce platform in China for global brands.

Our investments contributed meaningfully to performance in 2015. In April, we made a strategic investment in **Refinery29**, a leading privately-held fashion and lifestyle media company that provides content, shopping solutions and social networking opportunities targeted toward millennial women. In 2016, we will continue to explore investment opportunities in line with our strategic priorities to expand our offering.

We are pleased with our progress in 2015 and, looking ahead to 2016, see significant opportunity for growth. By continuing to acquire, invest in and partner with the most innovative companies in the world, WPP Digital improves the Group's and our clients' understanding of the digital media and technology landscape and gives them the resources and connections they need to thrive in an increasingly digital world. ■

WPP'S GLOBAL CLIENT TEAMS

Report by George Rogers
and
Satish Korde

WPP has created 45 individual Global Client Teams, representing over a third of WPP's revenue. Each is led by a single Leader who is focused solely on the client, quality of the work and talent of the team.

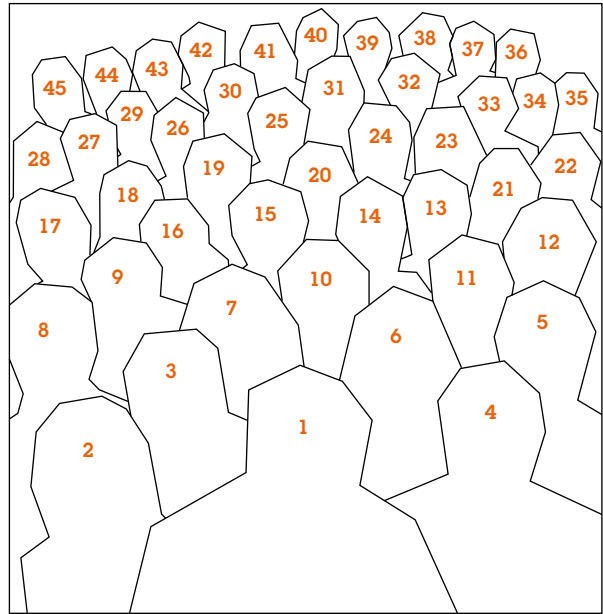
Teams are custom-built around a client's specific needs and challenges, with an integrated strategy from the get-go – our commitment to horizontality makes that seamless. By extending beyond the verticals, WPP can deliver global scale, extraordinary local insight and an unrivalled ability for expansion in the faster-growing economies.

The key to the success of the Team approach is our people. We have diversified our talent this year and our priority is to continue to develop our leaders through a myriad of training programs.

// We live and breathe horizontality in our quest to deliver the most competitive and innovative solutions for our clients //

We are obsessive about continuous improvement and learning, achieved by sharing best practice through open forums, bringing together our local Regional, Sub-Regional and Country Managers and our global Team Leaders, and ensuring that our clients have a seamless connection through to WPP innovation and our latest acquisitions.

We live and breathe horizontality in our quest to deliver the most competitive and innovative solutions for our clients. We collaborate to compete, and work hard to fuse our extraordinary creativity with our intellectual firepower – an unbeatable combination that contributed to WPP being named Holding Company of the Year at the Cannes Lions International Festival of Creativity for five years running, the Effies' Most Effective Holding Company for the last four and the world's best parent company by Warc for the second consecutive year. ■



- | | |
|--------------------------|---------------------------|
| 1 George Rogers | 24 John Lynn |
| 2 Alina Kessell | 25 Michelle Harrison |
| 3 Christian Schroeder | 26 Phil Lancaster |
| 4 Satish Korde | 27 Jon Cook |
| 5 Gowthaman Ragothaman | 28 Deborah Kerr |
| 6 Rose Wangen-Jones | 29 Chris Hunton |
| 7 Carolyn Oddo | 30 David Chapman |
| 8 Carl Hartman | 31 Kim Brink |
| 9 Michael Buttlar | 32 Daniel Goldberg |
| 10 Anthony Wong | 33 Peter Dart |
| 11 Stephen Forcione | 34 Ian Rotherham |
| 12 Heather MacPherson | 35 Serene Wong |
| 13 Günther Schumacher | 36 Danny Josephs |
| 14 Joe Rivas | 37 Joseph Petyan |
| 15 Rafael Esteve | 38 Susannah Outfin |
| 16 Iggy Diez | 39 John McDonald |
| 17 John Seifert | 40 Anders Kinberg |
| 18 Jennifer Graham Clary | 41 Jane Wagner |
| 19 Gloria Gibbons | 42 Jamie Copas |
| 20 Erin Byrne | 43 Shane Atchison |
| 21 Malia Supe | 44 Stephanos Klimathianos |
| 22 Lorri Eshard | 45 Mike Hudnall |
| 23 Ida Rezvani | |

A

100

B

100

C

100

D

100

E

100

F

100

G

100

1

48

2

48

3

44

4

42

5

40

6

38

7

36

A

100

B

100

C

100

D

100

E

100

F

100

G

100

1

48

2

48

3

44

4

42

5

40

6

38

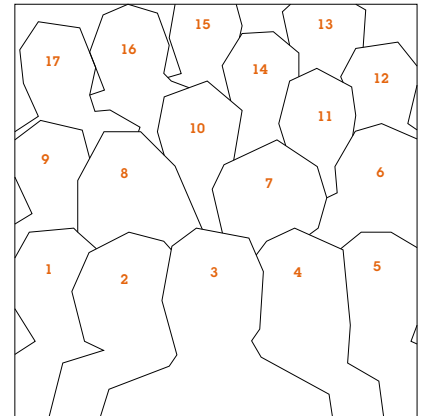
7

36



WPP'S GLOBAL TEAM LEADERS

WPP'S REGIONAL, SUB-REGIONAL AND COUNTRY MANAGERS*



- 1 Geoff Wild AM (Australia & New Zealand)
- 2 Shenan Chuang (Greater China)
- 3 Andrew Scott (UK & Continental Europe)
- 4 Bessie Lee (Greater China)
- 5 Pierre Conte (France)
- 6 JP Donnelly (Ireland)
- 7 Ranjana Singh (Indonesia & Vietnam)
- 8 Demet Ikiler (Turkey)
- 9 Massimo Costa (Italy)
- 10 Ruslan Tagiev (Russia)
- 11 Polo Garza (Mexico)
- 12 Roy Haddad (Middle East & North Africa)
- 13 Roberto Coimbra (Andina region)
- 14 Sung Lee (South Korea)
- 15 TB Song (Greater China)
- 16 Ranjan Kapur (India)
- 17 Manuel Máltez (Portugal)

* More regional heads of our operating brands at wpp.com/annualreport2015

