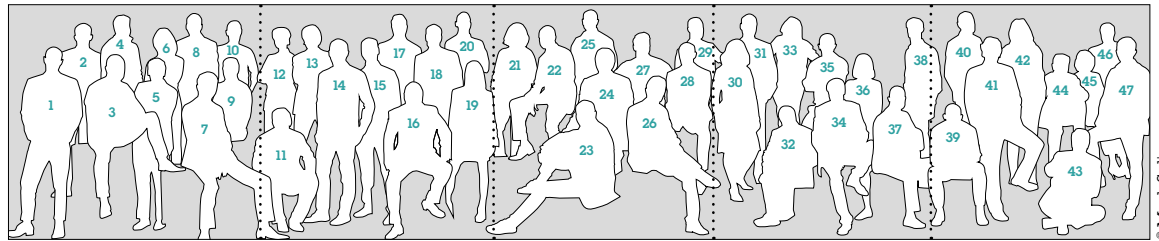
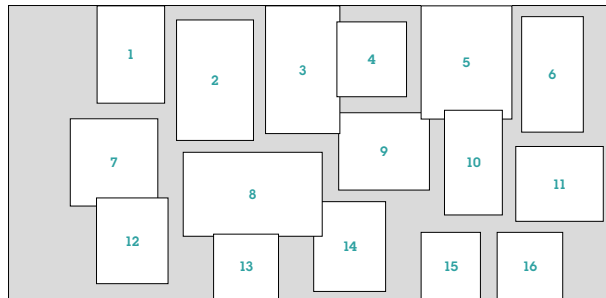




WPP Leadership Conference, London 2016

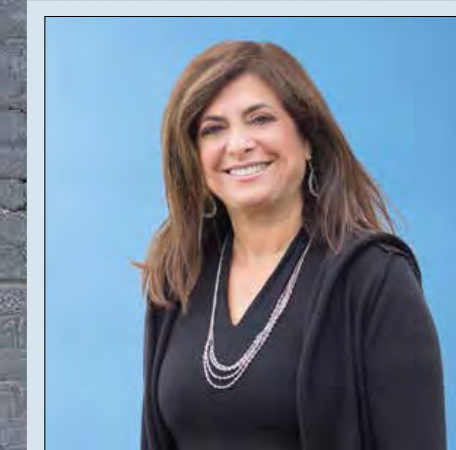
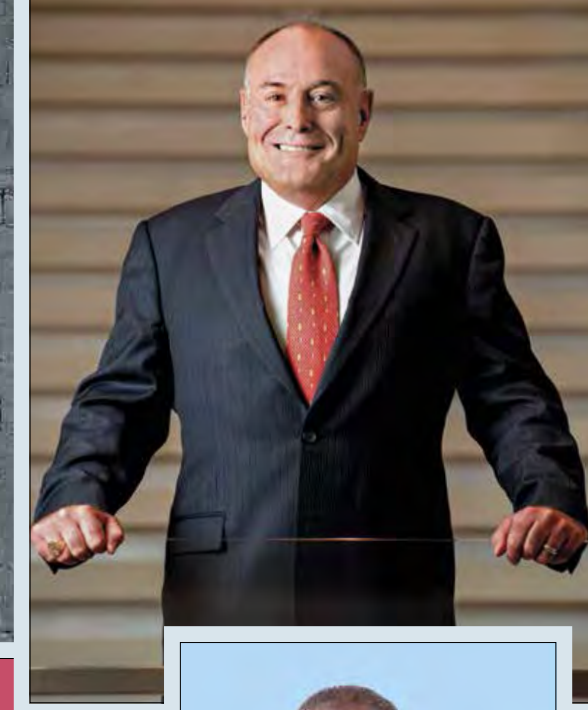


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|--|---|--|--|---|
| 1. Michael Houston
Grey | 10. Travyn Rhall
Insights, Kantar | 19. Donna Imperato
Cohn & Wolfe | 29. Donald A. Baer
Bursen-Marsteller | 38. Rupert Day
tenthavenue |
| 2. Mark Inskip
Kantar Futures | 11. Jon Cook
VML | 20. Brian Gleason
Xaxis | 39. Lynnette Cooke
Kantar Health | 39. Richard Ingleton
Insights, Kantar |
| 3. Nick Emery
Mindshare | 12. Michelle Harrison
Kantar Public | 21. Lois Jacobs
Landor | 31. David Patton
Grey | 40. Stephen Allan
MediaCom |
| 4. Alexander
Jutkowitz
SJR | 13. David Sable
Y&R | 22. Charles Courtier
MEC | 32. Simon Bolton
Group XP | 41. Toby Hoare
J. Walter Thompson
Worldwide |
| 5. Stuart Smith
Ogilvy | 14. Stefano Zunino
J. Walter Thompson
Worldwide | 23. Josep Monserrat
Kantar Mondpanel | 33. Tamara Ingram
J. Walter Thompson
Worldwide | 42. Sabina Teshler
SET |
| 6. Lindsay Pattison
Maxus | 15. Dan Khabie
Mirum | 24. Jack Martin
Hill+Knowlton
Strategies | 34. Mark Read
Wunderman
WPP Digital | 43. David Moore
Xaxis |
| 7. Mark Povey
WPP Digital | 16. John Seifert
Ogilvy | 25. Bart Michels
Kantar Added Value | 35. Phil Smiley
Kantar Retail | 44. Irwin Gottlieb
GroupM |
| 8. Laurence
Mellman
Specialist
Communications | 17. Matt Giegerich
Ogilvy
CommonHealth
Worldwide | 26. Brian
Fetherstonhaugh
Ogilvy | 36. Mary-Ellen Howe
Specialist
Communications | 45. Lynn O'Connor Vos
ghG |
| 9. Jed Beitler
Sudler & Hennessey | 18. Eric Salama
Kantar | 27. Shane Atchison
POSSIBLE | 37. Toby Southgate
Brand Union | 46. Frank-Michael
Schmidt
Commarco |
| | | 28. Jim Prior
The Partnership | | 47. Steve Harding
Geometry Global |



Group photograph of WPP company leaders, above, taken at the global WPP Leadership Conference, London, September 2016; and left those who were not present for the photoshoot

- | | | | |
|---|---|-------------------------------------|----------------------------------|
| 1. Preeti Reddy
Kantar IMRB | 5. Jim Heekin
Grey | 9. Ralf Hering
HERING SCHUPPENER | 14. Christopher Graves
Ogilvy |
| 2. Ajaz Ahmed
AKQA | 6. Tim Castree
MEC | 10. Andy Brown
Kantar Media | 15. Eric Hoyt
Bravo |
| 3. Matt Eastwood
J. Walter Thompson
Worldwide | 7. Peter Law-Gisiko
Y&R | 11. Christian Juhl
Essence | 16. Wendy Lund
GCI Health |
| 4. Beth Ann
Kaminkow
Kantar Vermeer | 8. Joel Johnson,
Michael Feldman,
Carter Eskew
(left to right)
The Glover
Park Group | 12. Kelly Clark
GroupM | |
| | | 13. Roland Rudd
Finsbury | |



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 2016.

Advertising

J. Walter Thompson Worldwide



Report by Tamara Ingram
Chief executive officer, worldwide

As a 152-year-old agency, J. Walter Thompson has a rich legacy of pioneering that has shaped the industry and our clients' brands. In 2016, we solidified the strategy that will empower us to continue delivering innovative, inventive, and memorable solutions for our client partners: We are *hungry*. We move *fast*. We *move the dial* on people, culture and commerce.

One of our biggest steps forward this past year is our investment in digital. We added Washington DC's iStrategyLabs (ISL) and Turkey's Wanda Digital to our roster. Alongside Mirum, which expanded its global footprint in the India and MEA markets, Wanda and ISL deepen our ability to create digital and physical experiences for our clients.

We had significant new business wins across our markets, including Air China, Newell, Nespresso, Danone, TJX, and Tudor. We were particularly proud of the evolution of our partnership with Lux. After working with Lux for 91 years, we became its global digital agency of record for the first time in our shared history.

2016 also marked a creative leap forward. Across the year's awards circuit, we showed significant jumps in rankings. At the Cannes Lions International Festival of Creativity we saw our best performance at the festival in our entire history, with 80 Lions. JWT Amsterdam was also named Cannes' Innovation Agency of the Year, and JWT Latin America earned the premier title of Latin American Network of the Year.

We also had major recognition across other global shows, including D&AD, Clios, Goafest, and Spikes. Several of our creatives were recognized across *Advertising Age's* Creativity 50, a list of the 50 most creative people of the year, and *Business Insider's* 30 most creative people in advertising under 30. These creative milestones earned us the title of *The Gunn Report's* Biggest Mover of 2016.

While our award wins set us apart from the competition, one of our biggest key differentiators is JWT Intelligence, our engine for culture and consumer insights. Last year alone,

the team produced nine reports, surveyed over 150,000 consumers, and worked with 260 clients in 39 offices.

We also launched an extraordinary piece of innovation called Pangaea, an internal Artificial Intelligence designed and powered by Mirum and JWT, which allows us to ask questions and get answers from any one of the 12,000 people across our network. Pangaea leverages the diversity of our massive network. And, as I've said, the way we will create better thinking, better ideas, and more innovation is to have different people with different skills and backgrounds. This speaks to an important piece of our renewed energy.

Moving fast and forward is not just about being agile, efficient, and productive; it also means that we pioneer and push cultural and societal progress forward. In that vein, we've begun piloting multiple global diversity initiatives, including blind recruitment and unconscious bias training.

We partnered with consulting firm InQUEST to provide an independent review of our policies and practices, and we've also developed an internal network hotline. With the hotline, employees can essentially act as our diversity and initiative partners and can securely and anonymously share their thoughts or concerns about how we make JWT an even more inclusive workspace.

In line with these initiatives, we bolstered the presence of women in leadership roles and across our creative departments. Today, we have female CEOs leading key offices/countries: New York, Chicago and Canada, Buenos Aires, Beijing, Egypt, Portugal and Italy. And we have many women in other leadership roles: head of new business, London and New York; head of design, Mirum North America; head of planning, South Asia, Singapore; head of production, London; and our global chief creative talent officer.

In helping to shape a more diverse industry in the next generation of talent, we've also continued our Helen Lansdowne Resor Scholarship and our Jump/Start programs. Both are dedicated to mentoring and nurturing talent from a range of academic, professional and cultural backgrounds.

Our *Female Tribes* study, launched in early 2016, also continued to blossom with our offices in India, the Middle East & Africa, the Philippines and Vietnam, building market-specific studies dedicated to helping their clients' brands unlock the capital of female consumers.

We are consistently and actively looking for new opportunities to invest in creating change, understanding and progress for our employees, our clients, and the industry.

I am incredibly proud of the hard work we've done in the past year. I am thrilled to see where this new momentum carries us. ■

Ogilvy



Report by John Seifert
Worldwide chairman and
chief executive officer

In 2016, I became the ninth chairman and CEO of Ogilvy since David Ogilvy founded the agency in 1948. The responsibility is one that I take on with both enormous pride and great humility. I have been with Ogilvy for 38 years, starting in the Los Angeles office as a summer intern. I stand on the shoulders of so many talented Ogilvy leaders who have come before me to serve this amazing company. I never want to let them down.

As I traveled the Ogilvy worldwide network this past year – meeting extraordinary staff, clients, and partners of the brand – I was constantly reminded of our assets. We have wonderfully talented people who represent a wide range of professional skills, diverse cultures and multiple generations with great values. We have an enduring creative culture that David Ogilvy personally built with a close-knit team of partners over decades. We have a portfolio of the world's most admired clients. And we have a truly global presence that enables us to project the Ogilvy brand, and serve our clients, everywhere that matters in today's world.

With this solid foundation, I started drafting a strategy, 'Ogilvy – The Next Chapter,' as soon as I transitioned into the role of CEO in January 2016. Before I go into detail about our 'Next Chapter' agenda, I want to share some highlights of our performance this past year and recognize a few of the leaders who were responsible for our success across the network.

2016 was an outstanding year for the company in terms of creative recognition, client portfolio development, expansion of services, and advances in workplace diversity.

Our relentless commitment to producing work for our clients that is both creative and effective (what we call 'Twin Peaks') propelled us to our fifth straight win as Network of the Year at the Cannes International Festival of Creativity, and helped us to regain our title as the Effies' World's Most Effective Agency Network. In recognition of this outstanding creative performance, we closed 2016 by being named, for the first time ever, *Adweek* magazine's Global Agency of the Year. *Adweek* singled out the diversity and quality of our

global creative product, and the seamless continuity of our network leadership team as the key reasons for selecting us.

I'm so fortunate to have Tham Khai Meng, worldwide chief creative officer, as my partner. We are deeply grateful for his stewardship of our 'Twin Peaks' creative mission, and his passionate leadership of our sparkling worldwide creative community. Ogilvy has scaled the top of the creative mountain over the past decade and we intend to climb ever higher in the years to come.

Our new business record in 2016 was equally impressive and diverse, encompassing some of the world's top brands. Our high-profile wins included: Aldi in China and Germany; Perform Group's live sports streaming service, Dazn, in Japan; Southwest Airlines in New York; Tesco in the UK, Czech Republic and Poland; Tyson Foods in Chicago; Unilever in the Philippines; Whaley Technology and Yili Group in China; and Lenovo, already a client in China, named us global agency of record, which includes the Motorola brand. After a 25-year break, we also won back Nationwide, a former client whose relationship with Ogilvy dates back 50 years.

“... a comprehensive reorganization of our enterprise will shift Ogilvy... to a unified and single Ogilvy brand offering”

For the third year in a row, we received a perfect score on the Corporate Equality Index, a benchmarking survey and report on corporate policies and practices related to lesbian, gay, bisexual and transgender workplace equality, administered by the Human Rights Campaign Foundation. While there is a lot of talk in our industry right now about diversity and inclusion in the workplace, we have championed diversity in all its forms since our founding. This past year we put in place concrete performance measures globally to raise standards in our industry and accelerate the accomplishment of our own diversity and inclusion goals, none more important than realizing gender equality across our worldwide leadership ranks within the next five years.

Our specialist marketing services of Influence and Public Relations, Customer Engagement Marketing and Strategy Consulting performed particularly well in 2016, and will accelerate the delivery of even more 'modern marketing' solutions across our business.

Under the worldwide leadership of Stuart Smith, our influence marketing and public relations professionals performed brilliantly in 2016, growing the value of the top five clients served by these professionals alone by an unprecedented 41%, and the value of the top 20 clients served by 17% versus last year. We've expanded these client engagements to encompass other Ogilvy offerings including brand strategy and advertising, content management, digital and customer engagement marketing.

Our public relations professionals also enhanced Ogilvy's reputation for creativity overall by contributing strongly to our performance in Cannes, and with Agency of the Year recognition in China, Singapore, Hong Kong and the Middle East. In addition, our thought leadership and delivery of 'earned influence' as a critical marketing practice won critical acclaim, topping the prestigious *Holmes Report's* list of 2016 'best innovations in public relations.' Our growing influence and public relations capabilities will increasingly drive a more comprehensive modern marketing offering for the company overall.

Under the worldwide leadership of Brian Fetherstonhaugh, our customer engagement professionals delivered strong business results in 2016. The strength of our creative product, led by precision targeting through data-driven customer insights and purchase behavior, enabled us to win new client assignments in key business sectors such as retail, consumer goods, financial services and airlines. A particular proud moment was being named a leader in global digital agency rankings by Gartner Research. Our new Social Customer Relationship Management (SCRM) and Marketing Automation offerings will remain key points of competitive differentiation and accelerate enterprise growth over the coming years.

Under the worldwide leadership of Carla Hendra, we founded a consulting practice six years ago with the idea that clients experiencing disruption needed advice and counsel from a trusted partner steeped in strategic brand and marketing knowledge. We delivered record growth through this practice in 2016, and will accelerate the momentum for our global enterprise in 2017 and beyond by expanding the practice throughout key markets in Europe, Asia Pacific and Latin America.

In this fast changing and dynamic industry of ours, we have learned never to rest on our laurels. David Ogilvy instilled in all of us a core value of 'divine discontent' – a constant reminder that we can always do better, and must be vigilant in anticipating what is coming around the corner to deliver more value to clients. In this current climate of

seismic change – socially, politically, economically and technologically – clients are demanding deeper connectivity across the full range of modern marketing capabilities that their brands and businesses require. In light of these heightened expectations, we must deliver better thinking, better work, and better delivery from the Ogilvy brand.

“This [transformation strategy] will enable our global enterprise to be more client-centric and our people to deliver the most creative and modern solutions”

It is with this context in mind that I have set out, with the enthusiastic support of Sir Martin Sorrell, WPP leadership and all of my Ogilvy partners, to transform our company under the 'Next Chapter' strategy mentioned earlier. Underpinning this strategy is a comprehensive reorganization of our enterprise structure, which will shift Ogilvy from a collection of individually-managed (vertical) business units and P&Ls (e.g. Ogilvy & Mather Advertising, OgilvyOne, Ogilvy Public Relations, and more) to a unified and single Ogilvy brand offering, which will be led and managed through an integrated financial framework and business operating system as one Ogilvy.

This new entity, with the shared purpose of making brands matter, will be comprised of deep capabilities of modern marketing experts and expertise – encompassing data, strategy, creative content and specialist marketing and media services – that work seamlessly together to provide the most creative, most effective, and most cost-efficient solutions for our clients. We will roll out the first phase of business transformation across our US operations in early 2017, with the rest of our markets following throughout the year.

This transformation strategy centers on our people, our work and our clients. Refocusing our leaders to these essentials, and away from financial and administrative management of an organization grown too fragmented and complex, has to be a good thing! We will break down the barriers of a legacy organization structure designed for a different era of client service and marketing. This will enable our global enterprise to be more client-centric and our people to deliver the most creative and modern solutions demanded of our industry.

How we're doing

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Our clients expect their strategic partners and suppliers to create better work – with more accountability for business value – faster and less expensively than ever before. Understanding that there are no brilliant ideas or differentiated client experiences without flawless execution, we are also launching a new function, called Ogilvy Delivery, as part of our enterprise transformation. Ogilvy Delivery revitalizes our commitment to the art of making, focusing on the critical craft skills required to bring big ideas to life in all channels and touchpoints in the most agile, cost-efficient and effective way possible.

The Ogilvy brand has always been at the leading edge of change. David Ogilvy demanded it. For the next chapter of Ogilvy, we intend to 're-found' the entire company in the spirit of David Ogilvy's original business point of view and core beliefs, but with an expanded portfolio of specialist capabilities, new ways of working together and partnering across WPP, and with a revitalized determination to transform the Ogilvy brand experience for our people and our clients. This agenda will define Ogilvy for decades to come.

I could not be more confident in our collective ability to deliver our Next Chapter ambition. Our shared purpose and mutual commitment to work together as one organization will ensure our future is even brighter than our past. Most of all, I have tremendous faith in the incredible people of Ogilvy. It is their spirit, talent, resilience, and drive to win that will push Ogilvy into its next great age.

Our mission is clear: we are a founder-branded, pervasively creative, modern marketing organization that makes brands matter. We are Ogilvy. ■

Ogilvy CommonHealth Worldwide

See report on page 84.

Y&R Group



Report by Peter Law-Gisiko
Chief executive officer

It is close to 45 years since the Y&R Group first pioneered what is now considered a best practice of top agencies, seamlessly integrating a full range of marketing disciplines to best service our clients and engage and motivate their customers.

The advances in marketing technology, the abundance of data, the proliferation and fragmentation of media, as well as the need to connect to the much empowered consumer, has helped amplify each of our company's core competencies through the filter of our changed environment. Today, each Y&R Group company has more perspectives and tools than ever before to help their clients create enduring brands that will thrive in the evolving marketplace.

At the same time, clients, now more than ever, require us to be nimble and focused on driving efficiencies without sacrificing effectiveness. Our team approach, among ourselves and with WPP, is key to making sure we deliver on both sides of the equation, for our clients and for our business.

The different uses of marketing technology, data and storytelling are the ingredients that make Y&R Group so effective on behalf of its clients and a natural partner in so much of the horizontality that underpins WPP.

In just one example, Y&R, Wunderman, VML and Burson-Marsteller work side-by-side in Memphis, Tennessee to help the U.S. Navy recruit the next generation to their ranks.

The use of data is being driven in different and unique ways across the Group. Landor's Brand Community model overturns traditional hierarchical thinking about brand management, using data-driven tools like Brand Differential. Burson-Marsteller is leveraging its renowned polling resources to help drive content and creative work.

The Science & Learning program at Sudler & Hennessey is designed to help clients leverage critical data. Y&R just launched its second year of Best Countries rankings, in partnership with *US News & World Report* and The Wharton School, and part of a larger platform based on BAV methodology that analyzes data to understand nations as brands.

“Each Y&R Group company has more perspectives and tools than ever before to help their clients create enduring brands”

The ways that our companies continue to reinvent themselves only serve to deepen the synergies between them, creating greater incentives to collaborate, and numerous ways to leverage the different ways the Y&R Group companies engage with new technologies and data models in order to tell stories that have marketplace impact.

Y&R Group initiatives benefitted all of the companies. The Group's IT, for example, worked to improve the technology structure, creating a new platform, UHUB, that optimizes the development operations of the digital teams. Through better code management and enhanced collaboration, UHUB improves productivity, increases capacity, reduces risk and improves margin. Over 80 offices are using it and driving it around the network is a goal for 2017.

In 2016, Y&R Group embraced WPP's focus on the United Nations Sustainable Goal of gender equality, with an ultimate goal of increasing the ranks of women in all areas and in particular senior leadership roles. At the Group level, we are beginning to pilot an unconscious bias training program focused on gender equality, with a second program dedicated to helping those returning to the workplace that will be launched later this year.

Reports on 2016 from each of the companies follow.

Y&R



Report by David Sable
Global chief executive officer

Resist the Usual. The saying comes from Young & Rubicam's founder, Raymond Rubicam, who was, himself, an unusual leader for his time. As the first creative to found an agency, Rubicam was convinced that it was our job to resist the typical, the expected, on behalf of our clients. As he was fond of saying, “Resist the Usual.”

Jeff Bezos of Amazon has said: “If you're only going to do the things you know are going to work, you're going to leave a lot of opportunity on the table.” That might sound like a reckless statement, were it not for another corollary of his – to obsess over customers, not competitors. In fact, we can't think of a more customer-centric strategy than to Resist the Usual.

Resisting the Usual in 2016 produced great results. With Resist the Usual as our call to action, in 2016 we were named the No.3 Creative Global Network at Cannes, with 99 Lions spanning 26 offices. We were the No.1 agency of the EMEA Effies, No.2 in China's Effie Awards and No.2 for the Asia Pacific region.

Resisting the Usual is always about people first. That has never been more true than now, when data is prolific and algorithms too often left to do the job that only people can do – apply instincts and insights and historical knowledge to make full and credible analyses.

Resisting the Usual is also finding new ways to apply data. Our Best Countries platform, partnered with *US News & World Report* and The Wharton School is in its second year. The 2017 data has not only generated new Best Countries rankings – with some surprising results in a volatile year – but also provides a gold mine of insights about nations as brands, useful to governments, businesses and the general public.

How we're doing

Advertising

And last year saw the key appointment of David Patton, who joined Y&R as the global president, moving from Grey. Based out of our Y&R London office, David is helping to operationally manage our extensive global network. A creative champion, a masterful strategic thinker, we are already feeling his impact and inspiration.

Resist the Usual added up to close to \$100 million of new business revenue around the world, including the massive U.S. Census win, major Pfizer brands, as well as JPMorgan Chase, Cirque du Soleil in the US, Chanel, Premier League and, in early 2017, JD Williams in Europe and Xtep in China.

Resist the Usual meant leveraging the full force of our Global Boutique in new ways, for example, creating new work for Dannon Activia that brought the right people to the table from Y&R New York, Buenos Aires and London. It also meant building on our deep partnerships with VML, iconmobile and TAXI.

It meant creating new practices. Howard Courtemanche joined us as the president of a new Health and Wellness practice, which in its first six months scored four wins for over \$21 million revenue. Its mission is to Resist The Usual in creating communications for consumers, always pushing for breakthrough solutions. Charter clients include Merck, Galderma, Boehringer Ingelheim, Teva, MD Anderson and Optum. In 2016, our first year, a flurry of additional new clients were won, including BMS, Pfizer OTC, PhRMA, Orexigen and Bayer. And Joe Rivas, who is the global lead on our Dell business, is heading up a Technology & Business practice. It will help clients, current and new, benefit from a shared understanding of the challenges in the sector, as well as from learnings, experience and proprietary tools we have developed. In the first quarter of 2017, we launched a third practice, Y&R Inspire Change, which will focus on helping non-profits, NGO and CSR initiatives, leveraging our deep experience helping companies, hospitals and other organizations, particularly as they face the key challenge of developing a new generation of 'givers.'

Resist the Usual saw BAV's fielding approach transition to a digital, online format. Even more important, we explored brand equity and BAV and how it aligns to social equity in the online space, with the objective of building a practice around that understanding.

Resisting the Usual generated a new wave of our Innovation incubator, led by our global director of innovation, Mansi Jayakumar, who was also named this year as one of *Forbes* magazine's 30 Under 30 and a *Shots* Rising Star NYC. The new SparkPlug program has five new start-ups that will take up residence at our global HQ in New York, helping our clients find new ways to engage their customers all the while we help them shape their offering to best do that.

We also Resisted the Usual, by leveraging our HR/Talent experts to help bring new thinking to our clients' businesses. In the fall, based on our deep relationships with colleges (from which we recruit talent and for our apprenticeship program) we worked with the Navy Partnership to arrange an IdeaHack. Y&R executives, representatives of the Navy and our Navy team, trekked up to Boston for a 48-hour exercise of creating ideas for millennials with Northeastern students in Journalism, Computer Science and Design. It was a win for everyone – new ideas that gave us insights into recruitment targets, and clearly this taste of our business adds to our ability to recruit the best and brightest.

In 2016, we expanded into two new markets – Memphis and Washington, DC – to provide the U.S. Navy and the U.S. Census with the best staffing model that is all about the professionalism, proximity and productivity they need.

Finally, Resist the Usual was about telling great stories. In Asia, we partnered with VICE to create a webcast that showed the renaissance in the Myanmar market, done as an extended eXploring exercise. In London, despite having lost the Marks & Spencer business, we signed off with what was declared the UK's most beloved holiday campaign this year – 'Mrs Claus'. In New York, we created a new platform for the newly split Xerox company, 'Set the Page Free,' and launched it by reimagining a classic spot, 'Brother Dominic' from 40 years ago to show the dramatic changes in Xerox technology. Also in New York, we created a campaign for PhRMA about biomedical research set to Dylan Thomas' famous poem, 'Do Not Go Gentle Into That Good Night.'

VML



Report by Jon Cook
Global chief executive officer

On every conceivable level, the pulse of VML has never been stronger. From the second consecutive year of *Advertising Age* A-List honors – naming VML as one of the top five most influential and impactful agencies in the entire industry – to the most creatively awarded year in our history, it's undeniably the most productive and prosperous period in our 25-year history.

VML's global network credentials have never been stronger, equally balancing creative capabilities, technology proficiency and strategic thinking. We enjoyed our best-ever showing at Cannes, with a record number of Lions and shortlists – spanning a dozen diverse categories, Lead Agency recognition in the *Forrester Lead Agencies Wave* report, Leader ranking in the *Gartner Magic Quadrant for Digital Agencies* study and much more.

We've strengthened Most Important Partner relationships by leading clients through brand, technology and consumer engagement transformations. Whether it be through expanded experiences for long-standing partners such as Bayer, Ford, Sprint, Tyson and Wendy's – or through new agency of record client partnerships with Electrolux and New Balance.

VML continues to extend capabilities and collaboration around the world, supporting clients such as Bridgestone, Colgate-Palmolive, Dell, Kellogg's, Kimberly-Clark, Ford, Microsoft and PepsiCo across multiple VML markets and regions. VML global offices secured new business relationships with brands such as GoDaddy, HSBC, Netflix and Verisign. Additionally, multiple VML global offices garnered Agency of the Year honors.

In short, VML has never been more relevant for a growing number of respected and renowned global brands. We're thrilled that our 25th anniversary year coincides with the strongest momentum in our history.

Wunderman



Report by Mark Read
Global chief executive officer

Wunderman enjoyed a very successful 2016, delivering its best results in five years. We ended the year positioned to grow stronger on recent client wins and to benefit from the increasing opportunities from clients looking to transform their marketing and customer experience to take advantage of the digital revolution.

Over the past two years, we have worked on positioning Wunderman for the future, building more innovative capabilities, hiring new people, making a number of critical acquisitions and integrating much more closely our creative and data skills. Today, we can offer the progressive client, one who recognizes the power of data and technology but knows that brilliant creative ideas are needed to inspire consumers, a trusted partner to help them map out their future.

“Wunderman is very well placed, with our heritage in data, to leverage the benefits of AI for its clients”

Wunderman is a 'Creatively Driven. Data Inspired.' organisation. We believe in strong creative ideas but also in delivering measurable results founded in our expertise in data. We have integrated our three major disciplines – Data and Analytics, Creative Communications and Experiences, and Technology-Enabled Marketing – across our 175 offices. This combination not only enhances our expertise; it also enables us to offer end-to-end solutions for our clients. At its heart is COLLISION, our unique way of working, which builds on the notion that the best results come out of the collision of creativity and data, and delivers results through rigorous frameworks, easy access to data and a collaborative way of working. Our people now work

How we're doing

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side by side across disciplines, taking full advantage of each other's knowledge and strengths.

In 2016, we made a number of acquisitions. We welcomed Acceleration into our network from WPP Digital, adding 150 seasoned technology and consulting experts to our team. Founders Jacques van Niekerk and Stephan Pretorius joined us in broader roles as CEO of Wunderman Data and Global CTO, respectively. We extended our data business in Europe with Conexance joining us in France. And late in the year, Brazil's leading marketing automation company, Pmweb, joined our network. This new infusion of talent improved our ability to deliver data and technology consulting and extended our offer into end-to-end digital transformation services.

Our efforts, I am pleased to say, are paying off. Globally, we won more than \$75 million in new business in 2016, including from leading brands such as GSK, Danone, T-Mobile, Shell, HSBC, Nestlé, U.S. Navy, Ford and Dyson. We gained major new assignments in every region and practice. What's more, many of those assignments are in new areas for us, including data and technology strategy, product innovation, content strategy and virtual reality.

Creatively, we continue to improve and are gaining recognition for our efforts. Our offices in Belgium and Buenos Aires won Cannes Lions last year alongside awards for our Shanghai office at the IAB Mixx Awards, our Buenos Aires and Lima offices at the El Ojo festival, our Paris office at the Cristal Festival, and our Seattle and London offices at the Data & Marketing Association's events.

Our specialist groups, Wunderman Health and Wunderman MSC, also continued to perform particularly strongly with double-digit growth in the past year. Wunderman Health has positioned itself as a change agent, as the healthcare industry increasingly commits to digital and customer-centric marketing. During 2016, the agency was buoyed by wins like GSK Consumer Health's selection to its global digital roster. In 2017, it will launch an evolved personalized marketing practice, unveil proprietary research and further expand into emerging fields of wellness and health services.

Our ecommerce expert, FusePump, has built exciting proprietary mobile applications aimed at the digital shopper.

Finally, we are thinking ambitiously about our future and how advances in computing power are driving artificial intelligence (AI). Wunderman is very well placed, with our heritage in data, to leverage the benefits of AI for its clients. We have successfully delivered a number of projects for clients that benefit from the application of AI to marketing and are investing with some key strategic partners in new areas.

Above all, the more than 7,000 people who make up Wunderman around the world are energized by their achievements in 2016 and ambitions for the future. I would like to thank them for what they have done and what they will do together in 2017 to realise our ambition of inspiring people to take action.

Burson-Marsteller



Report by Donald A. Baer

Worldwide chair and
chief executive officer

In 2016, we continued strengthening and combining the two pillars of our growth strategy – world-class strategic counseling and cutting-edge integrated communications – to build a fully modernized firm. On both fronts, we won significant business from current and new clients.

Leading corporations and business associations chose us to spearhead major campaigns aimed at their most important reputational challenges. We reignited our US government work, winning major federal contracts. New clients tapped our crisis capabilities to cope with particularly controversial situations. And we continued to deepen our capabilities in evidence-based, content-driven, creative work, building out our StudioB across our global network while collaborating with our polling arms Benenson Strategy Group and Penn Schoen Berland, and our media partnership arm Palisades Media Ventures.

New offerings introduced in 2016 included Burson-Marsteller Advantage Women, which helps organizations further their goals to close the gender gap and create opportunities for women to rise as leaders. We also added a higher education specialty that helps college and university administrations handle the new wave of social issues sparking debate and unrest on campuses across the US.

Adding more world-class strategic communications professionals, building state-of-the-art integrated social media and creative services and deepening strengths to help clients address 21st century needs helped lead to a 44% year-over-year increase in awards for our work, including being named Large Agency of the Year in the US by *PR News*. We are proud of the progress we have achieved, building on a culture rooted in performance, urgency and progress.

Landor



Report by Lois Jacobs
Chief executive officer

Exceptional financial growth, a radical new model for managing brands, and the most awarded branding agency at Cannes for the second year running. 2016 was an outstanding year for Landor.

We expanded our brand engagement and verbal identity practices; we added Landor Lab (an intensive incubator experience), and we created Brand Differential (a predictive research and prioritization tool). We welcomed new clients such as Airbus, Fidelity Investments, Huawei, Jabal Omar, Metro Group, One&Only Resorts and Siemens.

Our revolutionary approach to brand management – The Brand Community Model – is already achieving great traction with both new and existing clients. It recognizes that traditional tools are failing in today's hyperconnected, complex market. Top-down command and rigid control are no longer effective. Landor's new model helps clients build, nurture and sustain enduring and effective brand communities.

Client highlights include the rebrand of the Australian Open – which broke all attendance records – and the launch of Axway, Alawwal Bank, Holler & Dash restaurants, Airbus company Navblue and S&P Global.

Bravo



Report by Eric Hoyt
President and
chief executive officer

2016 was a challenging year but Bravo has emerged smarter and more effective than ever. Our core offering has become highly integrated, delivering omni-channel solutions for clients that build their brands and grow their business.

In an increasingly multicultural America, Wendy's, Mazda, Pfizer, Coca-Cola, Chevron and SC Johnson continue to entrust their needs with Bravo.

Central to Bravo's performance are people and partnerships. Talent optimization and enhancing the skills of our best people ensure our clients and our agency are driven by superior marketing professionals. Continued collaborations with Y&R, VML, Wunderman, Ogilvy, Red Fuse, Garage, GroupM and Geometry attest to Bravo's strategic and creative excellence in the increasingly integrated world our clients require. ■

Sudler & Hennessey

See report on page 85.

Grey Group

Grey



Report by Jim Heekin
Chairman and
chief executive officer

2016 marked our ninth year in a row of record financial and creative performance. We began the year with Global Agency of the Year honors from *Adweek* and continued our momentum.

High-profile new business wins included Marriott International, Weber, Procter & Gamble's Herbal Essences, Marks & Spencer, C&A and Bose. Many of our current clients awarded us significant new assignments including Eli Lilly, Kellogg's, Ally Financial, Pfizer and Nestlé. Importantly, we emerged from the GlaxoSmithKline global review with five global brands, one more than we previously served. And early 2017 marked the announcement of Walgreens Boots Alliance's global account consolidation with Team WBA, of which Grey is a key member. Grey will be the client's lead advertising agency in the US.

Our creative reputation continued to soar at the Cannes International Festival of Creativity. We won 93 Lions from 14 countries in four regions, including a Grand Prix and Titanium Lion. Grey won in 20 categories from film, radio and outdoor to the newest disciplines of mobile, creative data and entertainment. The agency ranked sixth globally and Grey New York ranked as the No.1 most creative agency in the US and North America and No.2 in the world.

Adweek wrote, "Grey is winning big for work that worked and busted through the boundaries of advertising. It's entertaining, inspiring, useful stuff; meaningful work that people want to be around."

Our Gillette Olympic commercial, 'Perfect Isn't Pretty,' chosen by Procter & Gamble to run in the opening ceremony, to our 'Song of the Open Road' for Volvo to 'Super Bowl Babies Choir' for the NFL, all exploded in popular culture true to our 'Famously Effective' philosophy.

We enhanced our leadership ranks for the future with the promotion of several talented executives who have driven our success for years. Michael Houston took up his duties as global president of Grey, an expanded worldwide management role. Alain Groenendaal was appointed president and chief executive officer of Grey Europe, after leading Grey Latin America. Eduardo Maruri became president of Grey Latin America, having built our market-leading agency in Ecuador. Nirvik Singh, who has been key to our growth in Asia for nearly three decades, took on added duties as chairman and chief executive officer of Grey Asia, Middle East and Africa. Per Pedersen, our chairman of the Grey Global Creative Council, was named global creative chairman. Importantly, Debby Reiner became chief executive officer of Grey New York, a new position. During her many years of leading our Procter & Gamble business, Grey has become one of the foremost beauty agencies in the world.

“Adweek wrote, “Grey is winning big for work... that busted through the boundaries of advertising... entertaining, inspiring, useful stuff” ”

Grey continued its strategic acquisitions to enhance the network's capabilities and critical mass. We acquired Tank, a leading healthcare and consumer agency in Canada. We strengthened our presence in the Benelux region acquiring FamousGrey, one of the largest independent agencies. In Ecuador, we took a majority stake in Maruri Grey, our long-time partner. Finally, we continued our expansion in China, acquiring Easycom, a premier social media agency in Shanghai.

Not many advertising agencies survive yet alone thrive to mark their centennial. As we celebrate our 100th anniversary throughout 2017, I'm convinced Grey's best days lie ahead. 🍷

Commarco



Report by Frank-Michael Schmidt
Chief executive officer

Commarco is the second-largest Germany-based marketing communications group. With our broad portfolio of agency brands and specialised disciplines, we are deeply rooted in the biggest European market and see ourselves as experts for Germany. Our companies work for clients such as BMW, Opel (GM/PSA), Siemens, Samsung, Unilever, Vodafone and many organisations in the public sector. We look back on 2016 as a year of numerous successful projects, new competence centres and new business wins.

Our flagship brand **Scholz & Friends** celebrated its 35th anniversary with its best business results since joining WPP. Its new management system, established in 2015, bore fruit by generating collaboration beyond silos and new entrepreneurial initiatives: the 'content desk' for real-time content marketing; the specialised employer branding unit; and the new agency brand Scholz & Friends Trademarks for retail marketing. Many new business wins rounded out a successful year, for example: RWE, Germany's largest energy provider, with the innogy launch and IPO campaign; AirBerlin, Germany's second-largest airline; Car2Go, the world's largest car-sharing provider; and many others.

“ We are deeply rooted in the biggest European market and see ourselves as experts for Germany ”

gkk DialogGroup, our CRM specialist, welcomed Siemens Financial Services, innogy and Porsche as new clients and enlarged its social media business with Samsung and KIA, making it one of the top 10 social media agencies in Germany.

Our full-service web design agency **deepblue networks** expanded its strategic focus and launched a specialised unit for gaming and e-sports, helping to position brands as first mover in the ascendant e-sports business.

Blumberry augmented its digital portfolio and launched the world's biggest branded content travel portal for TUI Group with its 'Content Live Hub' technology.

KKLD* conducted the global brand design relaunch for MINI and launched an innovative brand experience space for MINI: the A/D/O design space in Greenpoint, Brooklyn – with co-working and prototyping facilities as well as event spaces for designers, influencers and brand aficionados.

With these and many other companies and clients, Commarco will continue its innovation and growth strategy within the highly-fragmented German communications market. 🍷

Media Investment Management

GroupM



Report by Irwin Gottlieb

Global chairman
and

Kelly Clark

Global chief executive officer

GroupM delivered another year of strong results in a challenging environment.

Slow growth and complexity in the supply chain force advertisers to seek value and transparency. In 2016, the level of new business reviews was significant. GroupM lost two major clients but still won a market-leading \$5.6 billion of new business, according to RECMA.

“Our global ‘brand safety’ unit has been active for three years, and no such unit exists elsewhere in the industry”

Trust must underpin the relationships between advertisers, buyers, sellers and the technologies that connect them. GroupM is leading the market in ensuring the digital supply chain's integrity through improved viewability, more robust measurement, and the protection of clients from content pirates and fraudsters. Our global ‘brand safety’ unit has been active for three years, and no such unit exists elsewhere in the industry.

The future is clear. Media allocation, optimization and attribution have to be informed by data and executed at the speed of the platforms on which advertisers need to win. At the same time, we must maintain our unique perspective that comes from deep visibility and executional skills across and between ‘walled gardens’ and other channels, advertiser categories and geographies.

“GroupM is leading the market in ensuring the digital supply chain's integrity”

We announced the creation of [m]PLATFORM to meet these needs. [m]PLATFORM will enable GroupM, its agencies and our partners across WPP, to create personalized communications for clients at scale with improved performance and efficiency.

In addition to creating an outstanding leadership team for [m]PLATFORM, GroupM appointed a new global CEO, as did our agency MEC. We salute Dominic Proctor, our outgoing president and WPP's first media agency leader, who has moved onto new challenges after 30 years of service to the Group.

We aspire to be more intelligent and responsive than ever, and relentless in the pursuit of talent and applying that talent to the advantage of our clients through better and faster insights and actions. We remain, as always, focused on our clients' success. ●

Mindshare



Report by Nick Emery
Global chief executive officer

2 016 was another great year for Mindshare and we head into 2017 stronger than ever. We ended 2015 winning Facebook, booking.com and General Mills and being re-appointed across 60 markets by Unilever. We continued that momentum across 2016 with many stand-out performances.

The year was peppered with some great new business wins – Kangshifu, Yili, 21st Century Fox, Malaysian Airlines, Haribo, Achmea, Uniqlo, JD.com, OLX, The Weather Channel, Avon, Aujan and Deutsche Bahn.

In Australia, the last quarter saw wins from IKEA, BUPA, QSR and REA. In the US, Chicago finished 2016 on a great new business run, securing Tyson Foods. China continue to set new benchmarks by giving us our largest haul of new business from any country, including our appointment as the first gaming agency of record for Yili.

Our team in India beat last year's haul of awards and broke all records with 250 awards: Agency of the Year at FOMA APAC; SMARTIES™ Agency of the Year APAC; the first Agency of the Year at the Content Marketing Awards. Its Cannes Glass Lion Grand Prix was a cause for global celebration. *Campaign Asia Pacific* named us SE Asian Media Agency of the Year and also SE Asia Digital Agency of the Year.

We won the *Campaign* Media Network of the Year for Asia Pacific and were named Mobile Agency of the Year in EMEA and Asia Pacific by the Mobile Marketing Association. We also won Agency Network of the Year at the Festival of Media Asia.

We garnered Agency of the Year and Digital Agency of the Year in Austria and Italy, the Most Effective Agency in the UK, Media Plan of the Year in the US and were named Agency of the Year in Portugal, Turkey, India, Sri Lanka, Japan, Vietnam, Malaysia, Indonesia, China, Thailand, Bangladesh, Hong Kong and Singapore. We also won gold for Digital Agency of the Year in Vietnam, Indonesia, Bangladesh and Pakistan.

In 2017, our focus continues to be on the marriage of the worlds of branding and outcomes and how we create new models for our clients around data, digital and content. We are brilliantly placed to deliver.

Mindshare is 20 years old on 1 November 2017 – we will be making 2017 a year of celebration. ■

MEC



Report by Tim Castree
Global chief executive officer

I joined MEC in January 2017 and am honored to head a company that accomplished so much under Charles Courtier's 14-year leadership. We wish Charles continued success and happiness.

2016 was again dominated by new business pitches. Our biggest wins included Nationwide and BMW in the UK, Vodafone in Australia, Hertz in US/Latin America and Friesland Campina globally. We retained Beiersdorf in Europe, Mitsubishi in Australia, SABMiller in EMEA, Calzedonia in Italy, Erste Bank in CEE and Johnson & Johnson came back to MEC Russia less than a year after moving its business. We are taking the lessons of the loss of AT&T in the US and Mexico very seriously.

How we're doing

Media Investment Management

MEC UK was named *Campaign's* Media Agency of the Year and scored over 30 other industry awards for client work. In Asia Pacific, we saw strong performance with sustained top-line growth. China is making huge improvements, notably winning back Mercedes less than six months after losing it, and launching an analytics team which is the new model for that discipline across GroupM China. Globally, our content offering, MEC Wavemaker, continues to grow at an exceptional pace, now present in over 20 markets.

“Our content offering, MEC Wavemaker, continues to grow at an exceptional pace”

And we continue to lead the talent transformation agenda with numerous types of industry recognition for our initiatives.

As we look forward, we recognize that MEC is at a critical moment. Clients are being disrupted by the same forces of change that are impacting our core business and they need MEC and GroupM to be their partners in transformation.

We are excited about the ongoing reinvention of our company and are hard at work to make a difference to our clients' business and to make MEC the distinctive and admired media, technology and content agency for the future. ●

MediaCom



Report by Stephen Allan
Worldwide chairman and chief executive officer

Looking back at 2016, we are delighted with how we responded to our challenges and grew stronger.

Our loss of Volkswagen Group after 19 successful years was well documented, but it's our fightback that deserves more attention. Since the decision, we have regrouped, refocused, and refreshed our Content + Connections offering to deliver excellent new business results.

In total, we have recorded wins worth more than \$2 billion in less than a year, with major successes in every market (and the pitch pipeline is still full). Most recently, we won Walgreens and Duane Reade in the US, and Boots in the UK as part of a wider WPP solution for Walgreens Boots Alliance through Team WBA – and there are further international opportunities ahead.

“We have regrouped, refocused, and refreshed our Content + Connections offering to deliver excellent new business results”

In North America, we also welcomed FanDuel, Electrolux, PhRMA and WholeFoods to the agency, while EMEA-specific highlights include winning IKEA in Germany and British Gas in the UK. In Latin America, we won Pfizer in Mexico and extended our relationship with P&G across its LADMAR region.

We grew our P&G relationship in China too, and also added Uber in that market. Elsewhere in Asia Pacific, we retained Vinamilk in Vietnam, and won Unilab in the Philippines and Agoda in Indonesia. Buoyed by these successes, we have since opened new offices in Sri Lanka and Bangladesh to extend our influence in the region.

Powered by our 'Systems Thinking' philosophy, we continued to deliver best-in-class work, winning more than 240 awards. These included 12 Cannes Lions for P&G, Deutsche Telekom, Fonterra and Mars, 11 trophies at the Festival of Media Global Awards and 12 at the M&M Global Awards, including Agency of the Year.

This strong performance means we remain second in RECMA's *Network Diagnostics Report*, which measures overall agency quality. This is a wonderful achievement, made possible thanks to the continued dedication of our people.

Building on this momentum, we have relaunched our operating system, 20|20 Connections, to take full advantage of GroupM's [m]PLATFORM, which uses a database of more than 1.5 billion individual IDs. This will help our teams serve increasingly personalised messages to consumers and deliver even greater efficiencies for our clients. ■

Maxus



Report by Lindsay Pattison
Worldwide chief executive officer

2 016 was about putting the engine in place that will propel Maxus in the future.

Innovative, ambitious new clients came into our agency: BT/EE, US digital retailer jet.com and Huawei appointed us in 35 markets. These visionaries are just a few examples of those who are absolutely reliant on new technology and new forms of communications.

Technology inside and out has been our focus. New services included our Tech Consulting group and a unique PAYG DMP for clients who want nimble access to data. Internally, we restructured our agency to ensure that TED

(technology, effectiveness & data) sits at the heart of what we do, creating outputs that differentiate our ability to plan, activate and optimise media.

But tech doesn't matter without the best talent. We've made it a mission to improve gender equality at Maxus. In 2016 we launched Walk the Talk (https://twitter.com/maxus_wtt), an intensive coaching experience for senior Maxus women, arming them with the confidence for their 'bigger game', ensuring that our leadership is reflective of the wider world around us. Over 800 women have completed the course and 22 secured promotions within eight months.

The average age of a Maxus colleague is (just) 28. Gen Y have a very different set of values and motivations for work; for example diversity, transparency and a desire for global mobility. So we launched the Maxus Global Exchange (<https://maxusglobalexchange.tumblr.com/>). This saw 75 Maxus people from 45 countries travel to experience another culture, ways of working and forge strong relationships.

“We launched Walk the Talk, an intensive coaching experience for senior Maxus women”

Our talent initiatives were driven by Rudi Symons, promoted to chief talent officer. Also welcomed to our global board were Dan Benedict, chief client officer, and Pam Sullivan, our LA leader. And we promoted Jen Smith as our first global creative director to collaborate and create with other WPP agencies around the world. ■

Essence



Report by Christian Juhl
Global chief executive officer

As our first full year operating within the WPP/ GroupM network, 2016 proved to be one of expansive growth with new-found scale. We opened offices in Chicago, Delhi, Shanghai and Sydney, bringing our headcount to over 650 full-time people and continuing our mission to 'make advertising more valuable to the world'. Growth-wise, all of our regions are up year-on-year. As with 2015, Asia Pacific was the rocket ship, almost doubling for the second year in a row. North America and EMEA were impressive in their own right, contributing towards our 10th year in a row of double-digit growth. And, our investment in ad tech maintained momentum, as our proprietary media management platform, Olive, almost doubled its contribution year-on-year towards our overall revenue.

“Asia Pacific was the rocket ship, almost doubling for the second year in a row”

On the new business front, in North America we won the Target account in conjunction with GroupM's Team Arrow, and picked up two global pieces of business – FrieslandCampina and DAZN. Together with our organic growth, these new accounts contributed to our billings climbing 30% year-on-year; crossing over the \$1 billion mark. Key hires such as a chief talent officer, a global head of strategy, an EMEA CEO and a new global head of analytics reaffirmed our commitment to hiring the best talent in the business, as well as our unwavering loyalty to further developing our data and analytics offerings globally. ●

Xaxis



Report by Brian Gleason
Global chief executive officer

2016 was a year of diversification and international growth for Xaxis.

We welcomed plista, a leading native advertising company from Berlin, into the fold and launched its offering into 12 new markets, including China and the US. We also expanded the footprint of Light Reaction, our performance offering, across 33 countries. Finally, in November 2016, we completed the acquisition of Triad Retail Media, which now provides our clients with a unique opportunity to reach and engage consumers as they shop online with leading retailers like Walmart.

As the integrity and contribution of various players within the programmatic advertising value chain came under increased scrutiny throughout the year, we remained true to our guiding principle of delivering measurable results for brands and a positive experience for consumers, fulfilling our mission of making advertising welcome.

We heard the advertisers' call for a simpler and more accountable approach to programmatic media, hence our 2017 focus is on consolidating Xaxis' position as the leading provider of outcome-based media, ensuring our clients' digital marketing investments deliver optimal returns.

To do so, we will further invest in areas that help us deliver long-term competitive advantage and value in a rapidly-changing multiscreen environment:

- Access to Xaxis' unique algorithms and machine learning capabilities.
- An experienced and talented workforce.
- Strategic media partnerships with the leading global and local media brands.

As the path to purchase becomes ever more diverse and consumers' attention increasingly fragmented, our clients can count on Xaxis to make the complex simple and to deliver consistent and measurable results for their brands. ●

tenthavenue



Report by Rupert Day
Chief executive officer

2 016 was a significant year for tenthavenue. As the global leader in reaching people 'on the move', we see continued interest in the support of out-of-home (OOH) inventory against other channels driven by the following key factors:

- Increased demand for inventory based on targeted audiences versus simple location data.
- Cross-channel integration such as geo-located OOH combined with mobile display.
- Further automation resulting in increased efficiency of creative distribution.
- Ability to optimise the creative on a real-time basis.
- Advertisers' concerns over fraud, viewability, brand safety and waste of digital programmatic.

tenthavenue is best placed, among its peers, to take advantage of this momentum and deliver optimised branding as well as drive-to-store solutions by integrating:

- Creative production/origination and content acquisition/specialist platform versioning through the partnership of **Candyspace** and **Spafax**.
- Technical delivery infrastructure, with its proprietary technical competence around developments such as **Reach**, or its digital reformatting capabilities, **Spafax Hub**, and OOH media specialists, **Kinetic** and **Aviator**.

Our sales-side business strategy is driven by a focus on reaching travellers: consumers who travel for business; leisure/entertainment and retail; and the understanding of interactions around these different activities.

To best deliver this we have organised our businesses into three units:

1. Creation of audiences

In the last quarter of 2016, we launched **Bookmark** by merging **Forward Worldwide** and **Spafax Content**. The new entity will work with travel and retail clients to build audiences aligned with their brand – either funded directly by the client or through third-party advertising.

2. Exclusive rights or products to sell into existing audiences

Spafax Networks and **TMARC** (with the acquisition of **Platform5**) will build exclusive opportunities to reach traveller and retail audiences.

3. Audience networks

tenthavenue media offers travel audience solutions by selling directly to advertisers and supported by tech, creative and data fees on a fully-transparent basis.

As a specialist, we constantly need to re-affirm our point of difference so, in 2017, we will build new opportunities across these three areas, again focusing on travellers, through a mixture of acquisitions, partnerships and in-house product development.

It is with many thanks to the 1,500 people who work within tenthavenue, our clients and partners that I feel confident that 2017 will be our seventh consecutive year of above-market growth. ■

Data Investment Management

Kantar



Report by Eric Salama
Chairman and
chief executive officer

The world at large will obviously remember 2016 for Brexit and the election of President Trump. The combination of these events and the competitive pressure which our clients are facing has changed the environment in which we work, too. Clients at the highest level are questioning how best to understand the attitudes and behaviours of ordinary people and are more open to shifting budgets, experimenting and trialling new technology than ever before. Inertia is not a concept that holds much sway at the moment!

Against this backdrop, our focus has been on accelerating our efforts in getting the best of Kantar to all of our clients, delivering work that helps our clients have impact within their organisation, innovating in ways that reduce cost and that make our output more predictive and real-time, and being the kind of thought leader which our clients feel compelled to partner with.

In doing so, a characteristic of much of our best work are insights and a way of activating those insights that combine multiple data points, points of view and people from across all our brands. Recent work for clients in areas as diverse as driverless cars and Parkinson's Disease were great examples of analysing a mix of data – survey, ethnographic, big data, social media, device-originated telemetry, wearable – and delivering insights and actionable recommendations that we would have been unable to produce only a few years ago.

Innovation that drives impact

Much of our focus has been on using technology and big data to help clients get a more complete understanding of their market, to help them optimise budgets and to do this at lower cost and faster.

“Clients at the highest level are questioning how best to understand the attitudes and behaviours of ordinary people”

Kantar Worldpanel has used smartphones and receipt scanning technology to launch panels that measure out-of-home-consumption in China, Thailand, Indonesia and much of Latin America as well as the world's first ecommerce panel in France. Kantar Media has become a world leader in analysis of return-path data in a way that enables us to measure media consumption of niche channels in markets as diverse as South Africa and Malaysia and in measuring all content consumption on all devices in markets such as the Netherlands and Denmark. Kantar Added Value, Kantar Futures and Kantar TNS combined to use social media data to deliver habits and attitudes work for Unilever at half the previous cost in half the time. Numerous parts of Kantar have tapped into WPP's wider deal with Spotify to help clients understand how music can be used as a proxy for mood and as a source of segmentation. Kantar TNS, Kantar Millward Brown and our operations teams have partnered with, for example, ZappiStore and Qualtrics to enable clients to test new concepts and advertising in less than eight hours, rather than the five weeks it used to take, and have taken data collection to mobile and to the cloud. Kantar Retail has expanded its virtual reality offering so that clients can now test new in-store layouts and packaging through proprietary software and portable VR headsets.

Kantar Health continued to strengthen its reputation as a leader in healthcare consulting and market research. The primary contributors behind another year of growth were the global expansion of real-world evidence consulting and data analytics; the launch of CancerLandscape™ – a novel solution that enables unprecedented insight into the innovations being developed in cancer; and continued commitment to the empowerment and education of consumers and patients worldwide.

But clients want more than just a better understanding. They want to understand how to optimise their spending and how to make sense of multiple insight streams.

In combining the segmentation work that Kantar TNS has done for L'Oréal with Kantar Worldpanel data, we enabled the client to understand where the biggest opportunities were and how to access them; in combining Kantar Millward Brown brand tracking with Kantar Worldpanel data in an approach called PowerPurchase we have enabled clients in many markets to understand the extent to which their trade activity was building on their brand building activity and how best to leverage it. Through our partnership with Facebook and VICE we offer clients the ability to measure the ROI of Facebook campaigns and of long-form content; and in rolling out Kantar TNS Connect and Kantar Retail XTEL we have enabled clients to optimise their media allocation by touchpoint and maximise the impact of their promotional spend.

“Kantar Public was one of only two organisations to predict correctly the outcome of the Brexit vote”

In carrying out this work, we have significantly expanded our client portfolio. Local clients, such as JBS out of Brazil, Pladis out of Turkey and Indofoods out of Indonesia and BBVA out of Spain, have become big clients for us in their home market and as they globalise. Clients such as Facebook, Google, Hulu, Twitter, Alibaba, eBay, Didi and Ola have shown how new technology-driven

sectors such as ecommerce, search and transport have come to recognise the importance of understanding their brand and their customers and maximising their chances of success.

Compelling thought leadership

In this environment, thought leadership isn't just a nice to have. Clients want partners that they feel can guide them through uncertain times.

Some of our thought leadership has involved a continuation of programs started several years back. BrandZ™, which tracks the value of global brands and is now the world's largest brand database, is into its 20th year and saw events held globally and in markets as diverse as China, Indonesia, India, Brazil, Mexico and Peru. Now in its fourth year, Kantar Worldpanel's Brand Footprint measures the extent to which brands are purchased around the world and has both analysed and predicted the growth of local brands and the way in which penetration is the key driver of future market share in categories as diverse as skincare and mobile phones. Kantar Retail's PowerRanking studies and its China Digital Power have become, over time, the industry benchmarks for understanding the relative strength of individual retailers and manufacturers in their relationship. And Kantar Vermeer followed up its involvement in the Marketing 2020 program with Insights 2020, the largest global marketing and insights leadership initiative, and it saw its work leveraging the findings for Unilever appear as the cover story of the *Harvard Business Review*.

But some of our thought leadership has been new and even more visible. Kantar Public was one of only two organisations to predict correctly the outcome of the Brexit vote having consistently done so for a month before the actual vote. Kantar Public in Australia carried out a seminal study regarding domestic violence against women which was debated in Parliament and led to new legislation. Kantar Futures' Defying Gravity work has mapped out ways in which clients can grow in a slow-growth low-inflation environment. Kantar Health's Edge of Insight series helped clients understand the importance of secondary influencers in healthcare decisions and of the way in which technology is shaping the mobile health consumer. Across the US, we have rolled out our

FragmentNation approach to help understand the way that the nation has fragmented and to understand some of the current dialogue and polarization.

Getting the best of Kantar to clients and to the market

In previous years we have talked about the need to scale some of the great work we do to more clients and markets and to make sure that we get the best of Kantar to all our clients.

We have had success in doing so but we recognised the need to go faster. So, at the beginning of 2016, we changed our approach. We eliminated our internal P&Ls, rebranded everything with a Kantar prefix, made our proprietary data available to everyone internally, appointed Kantar Country Leaders, reorganised the way we approach HR, finance, operations, marketing, launched Kantar Public and Kantar Consulting, and appointed a unitary management team for our insights brands.

“ We eliminated our internal P&Ls, rebranded everything with a Kantar prefix ”

The aim of all this was to eliminate any siloed way of thinking and to ensure that our clients get the best of Kantar and that our people get the full benefits of working for Kantar. It has been a big change – not as big as Brexit, perhaps – but which has been warmly welcomed by clients and our people alike.

Most importantly, it is a change that clients and staff are actually experiencing – we are determined to make sure that it reaches every interaction and is deeply embedded in the way we behave.

Recognition for our brands and people

Finally, a point about recognition. Other than internal and client awards, a number of our brands and people have been recognised publicly. Kantar TNS and Lightspeed swept the board at the UK's MRS awards, Kantar IMRB swept the board at the Indian Research Industry awards and Kantar TNS won the Australian B&T Research Agency of the Year award. Numerous units, including Kantar Worldpanel in the UK, France, Thailand, Taiwan, and Latin America as well as the Kantar Delivery Centre in India and Kantar Health in the UK, won awards as a top place to work.

Individuals such as Mike Kelly, David Hanlon, Jon Puleston and BL Chen were recognised for their individual contribution to their industry.

But every month each of our 30,000 Kantar people around the world know of examples of how they have impacted their clients and made a difference to our company. They work for corporate clients, for the public sector and on charitable causes such as Unicef and the Special Olympics. They don't get recognised for it publicly and we, as management teams, should say thank you more than we do. To all of our people for all of those occasions, a public thank you here for all you do to make our company special and an indispensable partner to so many of our clients. ●

Public Relations & Public Affairs

Burson-Marsteller

See report on page 64.

Hill+Knowlton Strategies



Report by Jack Martin
Chief executive officer
and chairman

We are living in uncertain times. The solutions to our biggest problems can seem deceptively small at first glance, as can the origins of our direst threats. In this environment, a handful of tiny start-ups can still topple multi-billion-dollar industries, or create them out of nothing. A handful of hackers can find equal footing with any superpower. And a single social media account, wielded skillfully, can be the tipping point in a US Presidential election.

“By tapping into the limitless power of storytelling content, SJR is continuing to open up new ways for H+K to transform reputations, conversations, and entire industries”

The future belongs to those thinkers who can perceive the unique advantages and opportunities inherent in this environment. To navigate uncertainty, it isn't enough to solve the problems our clients put before us. We have to think of solutions that are bigger than the problems themselves, and blaze new paths when all existing paths lead nowhere.

I've been greatly encouraged by the spread of this kind of thinking throughout Hill+Knowlton Strategies over the past year, sparked especially by SJR in New York and our Global Center of Creative Strategy in London. Because of this new approach, 2016 was a year of growth, one of the best we've seen for a number of years.

Under the leadership of Alexander Jutkowitz, SJR has been the catalyst for explosive growth, both creative and financial. Its unique approach to problem solving, in which they convene top talent and don't confine it with job titles or assumptions, has allowed SJR to pivot quickly around our clients' needs. And by tapping into the limitless power of storytelling content, SJR is continuing to open up new ways for H+K to transform reputations, conversations, and entire industries.

Under the leadership of Richard Millar, our Global Center of Creative Strategy has brought a new sense of purpose both to H+K and to our clients' communications strategies. Through its dedication to creativity and curiosity, it is at the forefront of learning how to drive and not just adapt to the way that influence works.

Across H+K, we are test-driving the model of innovation, transformation and hungry, restless energy that our clients so urgently need from us in this uncertain world. ■

Cohn & Wolfe



Report by Donna Imperato
Chief executive officer

You are likely reading this report among other PR agency reports – but Cohn & Wolfe is no longer a traditional public relations agency. Fueled by our vision to own the future of communications, Cohn & Wolfe has thoroughly evolved into an idea-driven, integrated communications agency that is channel-neutral and media agnostic. Our transformation is paying off.

2016 saw the strongest year of growth in the agency's history and our third sequential year of double-digit growth. Cohn & Wolfe is now 50% larger globally than we were just three years ago.

“Cohn & Wolfe has evolved into an idea-driven, integrated communications agency that is channel-neutral and media agnostic”

The power of our integrated communications offering is attracting marquee clients across all regions, including China telecom leader ZTE, Newell Brands (25 brands across 13 markets), DineEquity and Applebee's and Twentieth Century Fox Home Entertainment. Backed by our expanding geography, more wins than ever were global or shared across regions. We also deepened our relationships with long-term clients across every sector with the addition of digital and content assignments.

2016 was also an especially rewarding year for industry recognition. We added 17 Cannes Lions, three Clios and 19 Eurobest Awards, not to mention the WPPED Cream PR Crème de la Crème Award. Recognition continues to build across all regions. North America was named *The Holmes Report* Large Agency of the Year. In Europe, we were recognized as Regional Network of the Year by The International Communications Consultancy Organization, as well as Best European Network to Work For by *The Holmes Report* and Best Place to Work by *PRWeek UK*. In Asia, we were honored with two Agency of the Year Awards from *Marketing* magazine (Silver for Malaysia and Bronze for Singapore). Our Asia network is still relatively young, so it was quite an achievement to be a *Holmes Report* finalist for both Asia-Pacific Technology PR and Southeast Asia PR Consultancy of the Year.

Never content to rest on our laurels, we are now hyper-focused on further growth in 2017. By combining our creative excellence with foresight about consumer demand for fully immersive brand experiences, we are poised to build an industry-leading creative technology capability. It is what today's C-suite needs to succeed in our rapidly changing, technology-driven communications industry. And Cohn & Wolfe is ready to deliver! ■

Finsbury



Report by Roland Rudd
Chairman

Finsbury continues 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 this year boosted its presence in Asia by opening an office in Japan.

2016 marked the beginning of a strategic partnership between Finsbury and HERING SCHUPPENER, the leading strategic communications consultancy in Continental Europe. The now seamless global offer has resulted in more than 20 joint projects, notably on large M&A transactions including Bayer/Monsanto and Linde/Praxair, and major global reputation management mandates for ABB and KION, as well as the global crisis management assignment from Volkswagen.

“2016 marked the beginning of a strategic partnership between Finsbury and HERING SCHUPPENER”

In 2016, revenues increased as Finsbury added significant new assignments for Viacom, Nando's, iHeart, Prada, Barings and KSA Ministry of Finance among others, to complement its existing work for major clients including Toyota, Sky, UnitedHealth Group, CPPIB, Aviva and Ahold. Finsbury also managed a number of high-profile deals including Softbank's acquisition of ARM, Sainsbury's acquisition of Home Retail Group and the initial public offering for Convatec. ■

HERING SCHUPPENER



Report by Ralf Hering
Principal partner and chief executive officer

With double-digit growth in revenue and profits, 2016 was another record year for our firm.

Our capital markets business almost doubled, advising clients in the largest transactions and initial public offerings in Germany and Europe. Thanks to our newly-created global strategic partnership with Finsbury, our world-class capability to advise on cross-border mandates has become another strong competitive advantage.

Together we have formed a globally-leading strategic communications advisory supporting our clients in mission-critical situations covering all important markets in Europe, the UK, the US and Asia.

We strengthened our dominant market leader position in Germany and remained No.1 in the *Mergermarket* rankings in value and volume, now for 13 consecutive years. We also boosted our business in CEO transitions, corporate crises and public affairs with a strong digital transformation offering as a cross-function for all our mandates.

“Our world-class capability to advise on cross-border mandates has become another strong competitive advantage”

In May, *The Holmes Report* named us again EMEA Consultancy of the Year 2016. ■

Buchanan



Report by Richard Oldworth
Executive chairman

Buchanan's positioning as a strategic communications boutique produced increased revenues and profits in 2016. The first half saw some interesting corporate restructuring assignments as well as higher underlying retained fee income. While the Brexit vote adversely affected our UK-centric IPO pipeline in the second half, a resurgent natural resources sector helped push our year-end retainer run rate almost 20% higher than a year earlier.

We expect good growth in 2017 and are targeting the addition of a select number of senior recruits to further enhance our offer. ●



Branding & Identity

Landor

See report on page 64.

Group XP



Report by Simon Bolton
Group chief executive officer

Group XP is a unique consulting model formed through the partnership between Brand Union, FITCH, SET and SET Live. We believe that great customer experience is the key driver of business growth. By connecting diverse perspectives and skills in our network, we bring a holistic view of experience to create transformative interactions between brands and people.

“ Horizontality remains a key element to the success of the Group XP offer ”

We partnered with Kantar Millward Brown and BrandZ to launch the Group XP Experience Index, a first-of-its-kind report that enables us to quantify the role brand experience plays in building financial growth. The results, a global ranking of the Top 30 experience brands, were launched simultaneously in London and New York in October.

Horizontality remains a key element to the success of the Group XP offer and we are now serving Adidas, JTI, Samsung, Simply Health and VW Group across at least two operating companies, a trend that we expect to grow in 2017. ■

Brand Union



Report by Toby Southgate
Worldwide chief executive officer

2016 was challenging in a number of key markets. We saw twin drivers of change: the commoditisation of our packaging design offer and the impact of the value investors.

In contrast, we find continued value in our core purpose. We have been part of WPP for 30 years, and have done our best work breaking ice: engaging senior clients with practical, agnostic advice on how best to communicate and organise their brands. In 2016, this focus secured significant new engagements with Aetna, Tyson Foods, Le Group, National Grid, Liberty Mutual and IAG.

We evolved structurally, too. In Asia Pacific we created a unified regional model under chairman Monica Lee and CEO Graham Hitchmough. In the UK, we established a new leadership team with CEO Alex Clegg, who joined us after a successful decade leading Ogilvy Group Vietnam.

There were areas of outstanding performance. Madrid, under Pilar Domingo, is a model of sustained organic growth. New York, led by Christina Falzano and Don Forringer, delivered another strong year; through the dedication of Coleen Cahill, we grew our business with Bank of America. In Germany, CEO Tobias Phleps has built a successful start-up story in Berlin. In a ruthless economy, Epigram Brand Union in São Paulo delivered growth.

We ended the year with guarded confidence, and having delivered the strongest quarterly new business performance in several years. For 2017 we predict modest growth fuelled by both a refreshed clarity of purpose and our relationships across Group XP and WPP at large. ■

How we're doing

Branding & Identity

FITCH

Report by Simon Bolton

Worldwide chief executive officer

We enjoyed a successful year as we grew the network on all key dimensions. Growth was fuelled by acquiring major new client assignments from T Mobile, Ann Inc., Samsung, PetSmart, JTI and Carpoly.

In the retail sector, we continue to evolve our offer ahead of the market curve and have been particularly potent in marrying the online and offline worlds, despite the tension often inherent between those environments.

Given this context, we added further bench strength to our Asia Pacific network through the acquisition of an independent agency in Hong Kong that comprises a blended 2D, 3D and interactive studio. Led by Jonathan Cummings and Cally Williams, the team brings full branding solutions to clients such as SWIRE Properties, Genting Resorts and Nord Anglia.

The leadership structure, led by three regional CEOs, Hermann Behrens (NA), David Blair (EMEIA) and Andrew Crombie (SENA), ensures a tight, collaborative network that sees resource, talent and skills deployed internationally to best meet client needs.

“In the retail sector, we continue to evolve our offer ahead of the market curve”

Tim Greenhalgh, chairman and CCO continued to position FITCH as the go-to retail and design agency for ambitious clients. Tim sat on a number of major awards juries and delivered a keynote on ‘Generous Brands’ at the NRF and talked to the Store of the Future at WPP’s World Retail Forum.

At the time of going to press, I am delighted to announce the well-deserved promotion of David Blair to global CEO. David and I will work closely together to steer FITCH through 2017. ●

SET



Report by Sabina Teshler

Founder and
chief executive officer

SET continues to work towards its mission of ‘making experiences through physical interactions the most powerful and most craved media channel for people and brands today.’ As brands continue to allocate a greater share of the overall marketing budget to non-traditional channels, SET is uniquely positioned to capture a greater portion of this spend.

Our financial performance in 2016 reflects this trend. With net revenue growth exceeding 50%, 2016 was truly a banner year for our agency. With the support of WPP and Group XP, SET has enjoyed some major client wins connected to the NY studio including Verizon, The North Face, The Gap and Sennheiser, leading to threefold growth of the studio.

As our client relationships increasingly move upstream, we continue to elevate our strategic and creative talent and thus broadening our service offering to support the experience needs of marketing executives. Last year we added two ECDs to our team, Simon Hatter and Jodi Terwilliger. We’ve also created a digital production team that supports the new experience needs of our client partners. ●

The Partnership



Report by Jim Prior
Chief executive officer



ur hybrid structure of five distinct but closely collaborative companies yielded encouraging results in its second full year since formation.

A number of significant new client opportunities were created through The Partnership companies working in combination, while the specialist, client-focused approaches of each individual company were well-suited to the general operating environment, resulting in good growth overall. This group continues to set an industry-leading creative standard and enjoyed award wins in multiple competitions around the world.

Addison Group

The company continued to diversify its mix of business in 2016 achieving a well-balanced portfolio of digital, corporate branding and corporate content work. CEO Tom Robinson led Addison Group to establish several new relationships with high-profile clients, including Diageo, National Grid and QinetiQ.

Lambie-Nairn

Clients are increasingly recognising Lambie-Nairn's Dynamic Brands approach as the most contemporary and fit-for-purpose method with which to manage their brands across multiple markets and multiple media. In 2016, the company retained its global role with Telefonica after a competitive review and won several important new clients, including JLL.

PeclersParis

Under the leadership of CEO Eric Duchamp, PeclersParis had a strong year. Fashion and beauty trend consulting services expanded significantly, globally and particularly in China. The company's trend books sold well and remain a crucial source of inspiration to clients worldwide, and its digital business continues to grow.

The Partners

The combination of senior-level brand consulting skills with multi-award winning design capabilities helped The Partners to another year of excellent growth, with its London and New York offices performing particularly well. New clients in 2016 included Nespresso and Revlon. Another successful year at the Cannes International Festival of Creativity, most notably with work for Argos, was a creative highlight.

VBAT

It was a momentous year for VBAT as its acquisition of dBOD was completed and the two firms merged to create a market leader in branding and design in the Netherlands. The newly-merged company, now under the leadership of CEO Remco van der Sluis, further strengthens the company's relationship with Heineken and offers market-leading capabilities to clients in its home market and internationally. ■

Healthcare Communications

WPP Health & Wellness



Report by Mike Hudnall
Chief executive officer

WPP Health & Wellness is a new entity that unites the Group's broad capability under one banner to significantly advance our offer for our clients across the spectrum of health.

The growing ubiquity of health today is ushering in an era of unprecedented cross-industry partnerships and innovation that present tremendous opportunities for our clients and our business. Building on WPP's areas of competitive advantage, we are well positioned to seize these opportunities, accelerate growth and new value for our clients. Our strategy centers around advancing horizontality, which we began with the formation of this healthcare specialist practice. Beyond that, we are establishing health-focused partnerships with Group companies designed to strengthen our collective healthcare capabilities, and create modern specialized services that will accelerate growth in 2017 and beyond.

2016 was a strong year for our healthcare business, punctuated with coveted new business assignments and meaningful contributions to client partnerships that drove substantial growth across our healthcare portfolio. We also won more Cannes Lions Health awards than any other holding company last year, underscoring WPP's creative reputation. ■

Ogilvy CommonHealth Worldwide



Report by Matt Giegerich
Retiring chairman and chief executive officer

In 2016, Ogilvy CommonHealth Worldwide expanded its leadership position in the healthcare communications industry, adding 21 clients never worked with before, in more diversified categories than ever before, with significant growth in Specialty Marketing, Medical Affairs and Market Access.

“Throughout the year, we drove horizontality through collaboration within Ogilvy and across WPP”

Global macro healthcare trends, and our deep understanding of them, continue to guide the agency. With consolidation and contraction ongoing, our clients have laser focus on efficiency and ROI, a renewed emphasis on Real World Evidence, accelerated R&D in specialty medicines and continue to experience access/reimbursement pressures.

Our response to these trends includes the formation and launch of NANO – a specialized, highly nimble unit designed to work with emerging healthcare and selfcare companies. We developed and launched a comprehensive Patient Access Service offering, and saw exponential growth of our proprietary properties such as the Element Access Tool that delivers real-time, office-level reimbursement data and unique EHR initiatives delivering key messages within the workflow.

Sudler & Hennessey



Report by Jed Beitler
Chairman and chief
executive officer worldwide

Of course, we continue investing in talent, growing staff in such critical areas as medical strategy, planning, and digital engagement strategy, while elevating our creative product across all disciplines.

Throughout the year, we drove horizontality through collaboration within Ogilvy and across WPP, working with OgilvyRED, Effective UI, Bottle Rocket, social@ogilvy, Y&R and more, while remaining key contributors to the healthcare Team accounts.

In 2017, although full of potential change, we will likely face similar market pressures. But we approach the year with enthusiasm as part of the new WPP Health & Wellness group, building on the strengths and resources of the healthcare specialist agencies, and supporting the new Ogilvy Health & Wellness practice in its efforts to capitalize on this growing and dynamic market. We are excited to enable new cross-agency collaboration – horizontality – for the benefit of our clients and development of our people.

After 25 years with the agency, I retired from Ogilvy CommonHealth Worldwide in April 2017. I handed over executive and managerial duties to my very able successors: managing partners Darlene Dobry, Michael Parisi, Shaun Urban and Marc Weiner, who now co-lead the agency. ■

Sudler & Hennessey celebrated its 75th anniversary by producing a big idea that will ensure great talent for decades to come: S&H implemented a global apprenticeship for 75 college graduates and provided two months of training and real-world work experience – *and* a stipend.

Additionally, two initiatives were launched: Science & Learning, an education and training model led by Louisa Holland, to help clients strategically leverage critical data to secure stronger positions for their brands; while Rob Rogers was appointed to lead promotional efforts for Sudler New York and Sentrix Communications Healthcare, to execute plans with a fresh attitude and new talent, and a new business effort.

“S&H implemented a global apprenticeship for 75 college graduates”

In the realm of recognition, Chris Duffey was appointed a juror at Cannes Lions Health, two Sudler New York teams were named among the top 10 Young Lions Health finalists, and *BeLive*, the first wearable and app to track pain in real-time, won 18 awards, including Sudler's first-ever Cannes Lion; IntraMed was honored with the MAHF's Digital Pioneer Award.

Rounding out the year's activities, S&H acquired the San Francisco-based digital specialist shop, Viscira, expanding the range of interactive solutions and technology horsepower, and new senior leadership was appointed in Australia and Japan.

ghg



Report by Lynn O'Connor Vos
Chief executive officer

ghlgreyhealth group had another consecutive year of growth, fueled by breakthrough, multi-channel agency launch campaigns, innovative medical education, healthcare-access programs and cutting-edge health IT. As a recognized leader in partnering with medical affairs for 'pre-commercialization,' ghg achieved high growth in our scientific and value-based communications.

ghg works with some of the world's most influential companies, creating everything from TV and digital content, to CRM, mobile apps and virtual-reality experiences. We have forged partnerships with some of the industry's biggest game-changers, such as IBM Watson and VICE (Tonic). We have also invested in tomorrow's technology leaders, including OptimizeRx, ScrollMotion and Text4Baby (recently featured in an exhibit at the Cooper Hewitt, Smithsonian Design Museum).

“We have forged partnerships with some of the industry's biggest game-changers, such as IBM Watson and VICE”

But what truly differentiates us, beyond award-winning campaigns and high-science initiatives, is the reputation we have acquired as inventors of healthcare solutions – we have built, designed, and/or developed the following: the Quitter's Circle app for smoking cessation, which was the first healthcare app on the Apple iWatch; the Metastatic Breast Cancer Advisor with IBM Watson – an AI program that allows patients, physicians, payers and policy-makers to access 10 years of global research on metastatic breast cancer; the Gum Health Physical tool, for Colgate, to aid

in patient education, awareness and compliance; and our vaccines team supplied the first branded Facebook page in a key client's history, helping that company usher in a new era of social sharing.

ghg continues its thought leadership and original research with new studies about millennials and health activators, in partnership with Kantar Health. Our white paper, *The New World of Healthcare: What Millennials Want*, explores this quickly-growing, soon-to-be-primary healthcare consumer cohort, which is changing the industry with its unique outlook, preferences, and habits.

At ghg, we believe 'Communication is the Cure.' It's the way we live, and what we do for our clients every single day. ■

CMI/Compas

Report by Stan Woodland
Chief executive officer

CMI/Compas is a leading healthcare media planning and buying firm, and we're on a mission to become an indispensable partner to each and every client. As we worked to redefine the agency-client relationship, taking on accountability for our clients' business goals, and even putting our own money behind some client initiatives, we gained the notice of WPP, which acquired CMI in March 2016. The company's upward trajectory of growth continued with the winning of several competitive RFPs and an industry-leading client retention rate, allowing CMI/Compas to sustain an average annual revenue growth of more than 30% per year over the last four years. Among the growth drivers were a full launch of our Drive® offering, comprising best-in-class healthcare SEM/SEO and social media capabilities. CMI/Compas also expanded our customers' insights offerings with robust quantitative and qualitative research about the physician audience. ■

GCI Health



Report by Wendy Lund
Chief executive officer

GCI Health continued its record of double-digit growth, fueled primarily through an expansion of key offerings and diversifying our account base with over 30 new business wins. We take great pride in not only the unsurpassed results of the cutting-edge programming we execute, but also becoming an extension of our clients – partners in most cases – to add to their business performance.

The healthcare industry is increasingly focused on digital content creation and marketing. Whether collaborating with clients to use augmented reality to show their commitment to corporate responsibility, helping to execute a major social promotional push to refresh a 10-year campaign or launch a suite of social channels featuring a branded Facebook community with open commenting (a rarity in the healthcare space) – we have helped our clients to not only keep pace, but truly innovate in the digital healthcare space.

“We have helped our clients to not only keep pace, but truly innovate in the digital healthcare space”

We are also committed to providing forward-thinking thought leadership in today's ever-changing, often volatile healthcare landscape. This, combined with our focus on putting Patients at the Center and challenging our staff to 'Do Something Different,' has continued to garner industry recognition including 2016 SABRE Award for Rx Campaign of the Year, Global SABRE for PR Campaign of the Year and *PRWeek's* Global Breakthrough Campaign of the Year.

Getting beyond the stellar work of our employees, we pride ourselves on a company that embraces partnership and performance while fostering a fun environment and staff development, all of which has resulted in us being recognized as 2016 Best Places to Work by *PRNews* and *The Holmes Report*.

In 2017, GCI Health will continue to help our clients succeed in a changing healthcare landscape and launch breakthrough programming across the entire health sector with a multi-channel, integrated approach. Where we are today is just a starting point for where we're going in the future. ■

Digital, eCommerce & Shopper Marketing

AKQA



Report by Ajaz Ahmed
Chief executive officer

In a world where digital is everywhere, AKQA's passion is a thoughtful, considered and intelligent experience at every connection. Our primary motivations are as relatable and easily understood as the work they help to inspire. The three metrics that matter most to us are:

1. The creation of genre-redefining work that makes a cultural impact;
2. Encouraging positive feedback from audiences; and
3. Contributing to the career development of our colleagues.

That's why our focus is predominantly on progressing a culture that gives our team the canvas and environment to create work that elevates the spirit and why we care about delivering meaningful results for our clients.

**“... the goal of each assignment
[is] to be the best of its kind in
the world”**

It's heartening therefore to have achieved a 93% client retention rate, being voted by our people as one of the UK's top three employers, while achieving incredible feedback from audiences worldwide from the work we create. At the same time, we won more than 100 honours in 2016, including seven Cannes Lions, and were also named Agency of The Year and Gaming Agency of the Year by IAB and PromaxBDA respectively.

Many of our ideas are born from the frustration of looking at what already exists and asking the question: “why does it have to be this way?,” making the goal of each assignment to be the best of its kind in the world. Through artificial intelligence, the conversational interface and technological advances, we create beautiful, memorable work that's helping to simplify and enhance the way people live and communicate.

With ideas that move the world, we architect and deliver remarkable brand and customer experience. A common thread has now emerged amongst the clients we collaborate with: the need for a strategic partner to provide a cohesive blueprint and future vision for their business, rooted in reaching the audiences of today and tomorrow. This clarity of purpose will help our clients to increase their relevance and expand their connection in an environment that's now defined by accelerating change. ■

Geometry Global



Report by Steve Harding
Global chief executive officer

In just our third full year of operation, we continued to strengthen our core capabilities, expand key clients and grow our reputation. We made significant progress in making our way of working consistent across the network, attracting top talent, and winning new assignments from both current clients and new ones.

We added two key leaders to our global management team in 2016. Fadi Shuman joined as global chief digital officer to consolidate our digital and ecommerce assets and help us achieve our vision of becoming a device-agnostic, omni-channel expert in ecommerce. Diana Cawley was appointed regional CEO for Asia Pacific, bringing a deep understanding of brand activation and shopper marketing to the region. She will oversee a transformation from executional activation to more strategic, creative, and digital activation in Asia, and especially in China where she is based.

As we build our reputation on our ability to change people's behavior in ways that drive conversion for our clients' brands, we continue to be validated by the response we receive from new prospects. In 2016, we welcomed many new clients to our roster, including Chase, Kimberly-Clark Professional and Electrolux.

All told, we have a strong proposition, business momentum, solid partnerships with clients and WPP agencies, and a passion for creating campaigns that convert brand equity into action. ■

“For key clients... we focused on building resilient team structures to further support the globalization of the accounts”

For the key clients we service in multiple markets, we focused on building resilient team structures to further support the globalization of the accounts. The hiring and placing of new Global Client Leaders and local teams strengthened our client relationships, resulting in considerable growth on Unilever, Coca-Cola and Emirates, among others.

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.

In aggregate, the portfolio of companies achieved a strong 2016 result and expectations are that they will continue to enjoy good growth in 2017.

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 offices in 25 African countries. 2016 saw the first full-year benefit of new offices in Nigeria (H+K Strategies) and the launch of a new office in Gabon. 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 both service and geographical offerings.

In 2016 **Berlin Cameron** continued to build on its core business with its biggest client, Capital One. The agency relocated alongside BAV Consulting and together they won assignments for Lexus, the National Kidney Foundation and Sequential Brands Group. The agency also furthered its start-up and branding practice with wins from MyHeritageDNA and Underclub.

At Seattle-based **Cole & Weber**, growth continued strongly after winning new business from Regence Blue Cross Blue Shield and driving organic growth with clients including Hydro Flask. The agency is well positioned as nimble and medium-sized, combining the creativity of a boutique with the strategic partnership of business consultancy and the digital prowess of a digital shop.

“Our role in managing this portfolio is to help these companies grow on their own terms and to support co-operation opportunities”

Sra. Rushmore was, for the 12th year in a row, voted the No.1 advertising agency in both original and effective creativity in Spain, as well as the most attractive integrated agency overall. This past year has been the agency's most international year with campaigns being aired in more than 125 countries worldwide.

The Farm Group had another active year which saw the opening of its 33,000 square feet, state-of-the-art headquarters in London, as well as the supply of a technical and editing team in Rio for the BBC's feed of the Summer Olympics. The Farm HQ is equipped with new UHD and HDR technologies, ready to supply programs to suppliers like Amazon and Netflix as well as traditional broadcasters. One of the first major projects in the new facility was *The Grand Tour* for Amazon.

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

Technical production company **Metro Broadcast** strengthened its position in the live events industry by investing further in technology and combining its talents in broadcasting with traditional event production. Introducing broadcast elements to live events and utilising the latest in audio visual tech, Metro added the Bank of England and ITV to its client portfolio while extending its reach in the global pharmaceutical market. Expanding the agency's managed service business by winning a bid to manage YouTube's new studio spaces in London and Berlin boosted Metro's credentials in this growing market, where professional video production facilities are made accessible to artists, celebrities and vloggers.

Mando has continued to expand throughout Europe and South Africa. The promotional risk management company also picked up the illustrious Company of the Year award from The Institute of Marketing in the UK for outstanding work over the year, with a range of blue-chip clients including Ferrero, McDonald's and GSK.

Pace continues to expand its real estate offerings with new assignments for Pier Village, a residential development in New Jersey and The Bristol, a 25-storey condominium development in West Palm Beach. Its Florida division, **Green Advertising**, continues to service outside of real estate with work in the education and healthcare sector as well as security services.

The Food Group has continued to expand its food and beverage marketing and content development business with growth coming from its core clients such as Mars, Mondelez, Kraft Heinz and Perdue Foods. In addition, it has added some other great clients to the roster such as Aramark, World Kitchen, Saputo, Tampa Maid Foods and the Dairy Farmers of America. Its culinary division, Creative Food Solutions, continues to grow as it has added clients Rich Products and Jennie'O Foods, among others.

141 Hawaii aligns branding and experiential marketing for Sony as well as global and national companies while mobilizing a partnership between Friends of Hawaii Charities and the Harry & Jeannette Weinberg Foundation to generate significant funds for Hawaiian charities. It kicked off the full-field PGA TOUR season for the 20th year with the Sony Open in Hawaii. In addition to this flagship PGA TOUR property, it services several other professional golf management and marketing events on the LPGA Tour and Champions Tour.

Specialist UK CRM agency **EWA** continued to build on new services around political polling, surveys and telephone contact with voters for the EU Referendum and local elections. 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 HS2, JET and Linden Homes.

BDG architecture + design is a team of architects, designers and creative thinkers. The belief that architecture is most successful when it is able to connect people and spaces has seen the team continue to grow and expand their European coverage in 2016. Following the successful completion of the agile working environment for Ogilvy and MEC in London at the beginning of 2016, large-scale colocations of WPP companies are now currently under design in Madrid, Amsterdam, Milan and Lisbon. Significant UK client wins included Sky, Money Supermarket and Teach First. 🌟

WPP Digital!



Report by Mark Read

Chief executive officer
and

Mark Povey

Chief operating officer

WPP Digital is a group of companies that drives marketing transformation and innovation for leading global brands. Combining technical expertise with a consumer-focused, insight-driven approach, WPP Digital companies deliver award-winning solutions that allow our clients to reach consumers in context across all digital touchpoints. 2016 was another successful year, with the expansion of existing client relationships, significant new client wins and multiple industry accolades.

POSSIBLE, an integrated agency, continued its focus on data, technology, creativity and emotion. Its Empathy Model, a proprietary tool for analysing the emotions of social posts, made Coca-Cola the leader in social media marketing at the 2016 Summer Olympics. **POSSIBLE** expanded its Commerce practice by building specific services and expertise that optimise marketing and sales performance for brands on Amazon and Alibaba's Tmall, and continued to strengthen relationships with Microsoft, Nestlé, AT&T, Procter & Gamble and Turner, and added Aston Martin, Adidas, LEGO and Specsavers to its roster. The agency launched **POSSIBLE POV**, a curated collection of articles on all things digital. The agency also expanded into Germany, Brazil and Argentina and strengthened its Adobe expertise through the acquisition of Conrad Caine.

SYZYGY enhanced its CGI, virtual reality, innovation, customer experience, data and media management offerings. The company acquired **USEEDS**, a Berlin-based customer experience specialist, opened new offices in Munich and London and expanded in the US. Creative director Piotr Jaworowski was awarded The Internationalist Agency Innovator award and the agency won Cannes Lions and MM&M awards for its work on Soolantra. **SYZYGY** continued to work successfully with Global Avis globally

and Mazda; new clients included Lufthansa, L'Oréal, Muller, American Express and Facebook.

Creative agency **Johannes Leonardo** experienced continued success with its guiding mantra 'The Consumer is the Medium.' **JL** helped make Adidas Instagram's most-liked brand within its category and won new work with Sonnet Insurance, New York City Football Club, NBC, Alexander Wang and Bleacher Report. The agency also added Mass Mutual to its roster and continued to strengthen relationships with Google and Coca-Cola.

“As the network of communication channels available to consumers grows increasingly complex, we will remain at the forefront of marketing innovation”

Hogarth had a very successful year. Growth in digital was particularly strong, fuelled by the opening of a specialist offshore digital production facility in Brazil and the deployment of dynamic advertising content for use on the web. The company continued to expand its offer in TV primary and post production, working with a number of global brands to consolidate its TV production activity around the world. Major client wins included Nespresso, GSK and General Mills. In addition, it substantially grew the scope and scale of its relationships with P&G, Santander, TK Maxx and Dow Jones, amongst several others. The global nature of **Hogarth's** leading client relationships has driven activity across the whole company. Revenue grew across all regions in 2016, with particularly strong performances in the US and Latin America.

F.biz maintained momentum, despite a challenging economic environment in Brazil, and was recognized as the No.1 digital agency in Brazil by Scopen. In addition to a Cannes Lion for Unilever work, COO Guilherme Jahara received the Caboré Award, the most prestigious national professional award for creative professionals in Brazil. New clients included Honda Motorcycles and Ovaltine.

Blue State Digital, the leading purpose-driven creative and technology agency, expanded its portfolio of clients to include Airbnb, Fair Trade USA, March of Dimes and Yale University and continued to work with Google, Lloyds Banking Group and Colgate-Palmolive to deepen their engagement with customers. BSD's technology powered Bernie Sanders' grassroots movement along with hundreds of political candidates and advocacy organizations during the 2016 US election. BSD received a number of awards including a Lovie for its Tate Modern creative work, a Shorty Award for the 'Love Must Win' campaign with Freedom To Marry and Webby's for work with NYU's Tisch School of the Arts, the Sierra Club and several trade associations.

Rockfish experienced another year of solid performance driven by best-in-class ecommerce strategy and execution of pure-play and omni-channel experiences. It expanded its offering and activations in innovation-based services for existing, long-term clients Southwest Airlines, Ford Motor Company and Sam's Club, while leaning into emerging technologies with commerce-focused Internet of Things and mobile connectivity innovations for CPG and retail clients. Additional highlights include being named Innovation Agency of the Year at the iMedia Awards, key horizontality partnerships within WPP, and new business wins with Intel, Colgate-Palmolive, Patient Point and Luxottica/EyeMed.

Digital technology consultancy **Cognifide** added Barclays Africa Group Limited to its roster. The company expanded geographically with new offices in New York and Johannesburg. Cognifide was named as the UK's Top Tech Agency in the EConsultancy Top 100 and recently spearheaded the WPP Common Ground initiative in support of #techmums, a project that empowers women through technology.

WPP's largest ecommerce agency **Salmon** expanded into Northern Europe and India with the acquisition of ecommerce consultancy Eperium. Salmon launched new commerce initiatives for Audi UK, Ted Baker, Habitat and Punch Taverns, in addition to driving digital growth with existing clients DFS, Game, Sainsbury's and Selfridges. The company grew to 700+ employees and has driven billions worth of digital transactions through its clients' sites to date.

The Data Alliance, a horizontal team that helps WPP companies access and leverage data, entered into partnerships that will benefit WPP companies and their clients. The group established partnerships with Spotify, Mobilewalla, Snapchat and VICE. The group will continue to pursue opportunities that provide access to valuable insights for all members of the WPP network.

“**The Data Alliance established partnerships with Spotify, Mobilewalla, Snapchat and VICE**”

WPP Digital expanded its investment portfolio in 2016 with the addition of **Mitú**, the largest community of Latino content creators and social media influencers, **Woven**, a digital media company that produces and distributes pop culture content, and Russel Simmons' **All Def Digital**, a leading producer of music and content tailored to the urban-centric youth population.

In 2017, WPP Digital will continue to explore acquisition and investment opportunities that enhance and augment our expertise. As the network of communication channels available to consumers grows increasingly complex, we will remain at the forefront of marketing innovation. ■

WPP's Global Client Teams

WPP was the first marketing services group to offer the 'Team' model of client service: pulling together talent and resources from across the Group's different agencies, specialisms and markets to provide fully integrated solutions that are tailor-made for each client.

The Global Client Team is the most advanced form of horizontality – WPP's strategy of ensuring our businesses and people work together effectively for the benefit of clients.

There are now 48 Teams, involving almost 40,000 of our people and accounting for more than a third of our revenues. Each has a dedicated Global Client Leader, who provides a single point of leadership and acts as a gateway to WPP's collective capabilities. ■

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28	29	30	31	32
33	34	35	36	
37	38	39	40	41
42	43	44	45	

- 1 Anthony Wong
- 2 John Lynn
- 3 Millicent Badillo
- 4 Alina Kessel
- 5 Christian Schroeder
- 6 Phil Lancaster
- 7 George Rogers*
- 8 Erin Byrne
- 9 Steve Forcione
- 10 Joseph Petyan
- 11 Jamie Copas
- 12 David Chapman
- 13 Kim Brink
- 14 Chris Hunton
- 15 Jennifer Graham Clary
- 16 Daniel Goldberg

- 17 Ida Rezvani
- 18 Chris Butler
- 19 Mike Hudnall
- 20 Gowthaman Ragothaman
- 21 Heather MacPherson
- 22 Anders Kinberg
- 23 Deborah Kerr
- 24 Julia Hammond
- 25 Lou Aversano
- 26 Jon Cook
- 27 Michelle Harrison
- 28 Sean Howard
- 29 Michael Buttlar
- 30 Peter Dart
- 31 Jaime Prieto

- 32 Rose Wangen-Jones
- 33 David Pullan
- 34 Cecile Berger
- 35 Philip Heimann
- 36 Gloria Gibbons
- 37 Carl Hartman
- 38 Maggie Helmig
- 39 Rafael Esteve
- 40 Joe Rivas
- 41 Malia Supe
- 42 Stephanos Klimathianos*
- 43 Serene Wong
- 44 Shane Atchinson
- 45 Eva Ruzicka

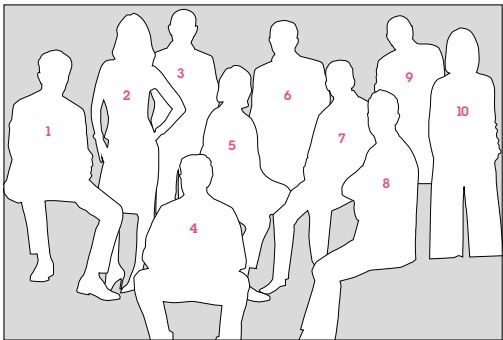
* more than one client.



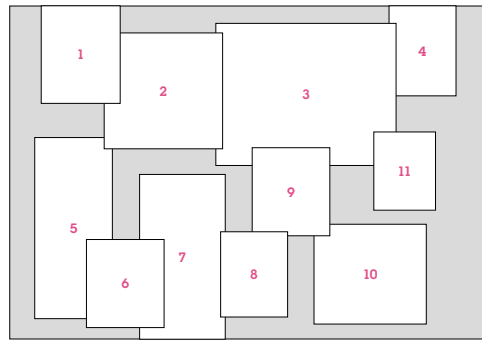
WPP's Regional, Sub-Regional & Country Managers

The primary role of WPP's Regional, Sub-Regional & Country Managers, who now cover about half of the 112 countries in which we operate, is to foster horizontality in their markets by helping our businesses to coordinate their activities and deliver the best resources to clients.

They also ensure we hire the best local talent, and seek out acquisition opportunities that boost our clients' and our own business.



1. Pierre Conte
France
2. Demet Ikiler
Turkey
3. Polo Garza
Mexico
4. Mike Connaghan
WPP AUNZ
5. Ranjana Singh
Indonesia &
Vietnam
6. Roy Haddad
Middle East &
North Africa
7. Andrew Scott
UK & Continental
Europe
8. Scott Spirit
Strategy & Digital,
Global
9. Ranjan Kapur
India
10. Bessie Lee
Greater China



1. TB Song
Greater China
2. Manuel Maitez
Portugal
3. JP Donnelly
Ireland
4. Ruslan Tagiev
Russia
5. Massimo Costa
Italy
6. Miguel Barroso
Cuba
7. Shenan Chuang
Greater China
8. Geoff Wild AM
Australia &
New Zealand
9. Sung Lee
South Korea
10. Roberto Coimbra
Andina region
11. David Lhota
Czech Republic

Group photograph of WPP Regional, Sub-Regional & Country Managers above left, taken at the global WPP Leadership Conference, London, September 2016; and above right, those who were not present for the photoshoot.



