

Industry Update

A summary of newsworthy client/agency relationship developments and relevant marketing or agency management trends from the past month.

Volume 26

Executive Summary – Monthly Recap

This year’s ProcureCon Marketing event in New Orleans gave the opportunity for marketing procurement leaders to share their frustrations about the unpredictable state of the advertising industry, but also their hope to become more value-add contributors to the marketing organizations they serve. For too long, marketers have considered procurement professionals as “transactional” partners with little understanding of their everyday reality. Today, marketers are side by side with their procurement counterparts to drive value from their agency relationships, instead of simply relying on them to drive costs down or negotiate contracts. As evidenced by the topics covered at ProcureCon, many issues remain top of mind, ranging from the rise of consultancies in strategy/creative/media, the Facebook and Google disintermediation combined with the entry of Amazon, the debate about how much brands should move in-house vs. outsource, the financial pressure to move from retainer-based relationship to project based engagements, and more.



Bruno Gralpois
 Co-Founder & Principal
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Newsworthy reports and recent developments

At AMS, we approach the agency management discipline as four distinct but complementary practice areas—**Talent, Work, Financials,** and **Performance and Value**—which is how we’ve organized industry developments to follow.

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TALENT: securing the right talent and resources

It’s quite impossible to discuss talent without acknowledging the impact of discussions about sexual harassment in our society, resulting from the Weinstein scandal and many others that followed in the entertainment industry, but also in advertising and pretty much every other category. The world of advertising is awakening to the leadership role it can and should play. The 3% Conference is gaining both visibility and momentum. Companies like HP and Verizon continue to foster diversity in their organization and the agencies they work with. Together, we can make a lasting difference.

- The sixth annual **3% Conference** (referring to the low representation of women among creative directors) focused not just on gender inequality but on race as well this year, addressing a top-of-mind topic. Sessions included “manbassadors” discussing how male mentors can support and champion women. Some progress reported: for example, in the last 12 months, 30 percent of FCB’s jobs went to female directors.
- **MDC Partners’ 72andSunny and WPP’s VML** are the first agencies to become “certified” by the equality advocacy group “3%” for creating inclusive cultures in which both men and women can thrive.
- Automotive giant **Ford** is reevaluating its operating model with WPP’s dedicated unit GTB. Agencies Team Detroit, Blue Hive (the WPP units that serve Ford outside the US) and Retail First were folded under a single global identity called GTB (or Global Team Blue) to serve WPP’s largest global client, Ford. GTB, the largest of 48 WPP global client teams, has 49 offices. Ford recently tapped a non-WPP agency, Laundry Service, the Wasserman Media Group-owned shop and its content studio, Cycle, to handle social media for the Lincoln luxury brand.
- Bain Capital acquired 87% of Japan’s third-largest (after Dentsu, Inc. and Hakuhodo DY Holdings) ad agency, **Asatsu-DK**, through a tender offer. The new owner will work with ADK to invest in the expansion of the agency’s businesses in digital, data and content.
- New Virginia-based independent creative agency **Arts & Letters Creative Co** launched, the name representing the natural marriage of visual arts and literature. The agency has been working in partnership with Google Creative Lab on a range of projects and now counts Google as its first client.

- Digital agency **DEG** expanded its services in the ecommerce space by acquiring Moku Collective, a digital commerce consultancy and Salesforce Commerce Cloud partner.
- Los Angeles-based ad agency **Idea Farmer** launched a new content and commercial production house called Crop Circles. Prior, the production and content development the agency created for its clients was done in-house.
- **Twitter** is launching Promote Mode, a self-serve tool that allows advertisers to automate promoted tweets for \$99 a month. The new offering is seeking to simplify the execution of ad campaigns for small businesses.
- **The Marketing Group (TMG)** launched a media agency, built on blockchain technology, promising advertisers 100% transparency and limiting upwards of 80% of erosion to media budgets that clients see across the media supply chain.
- Public relations powerhouse **Edelman** expanded its offering into paid media over the years. Its specialized unit, Edelman Digital Performance Marketing, now includes clients like Sears, Olive Garden, and Legacy.com.
- **Dentsu Aegis Network** bought a nearly 79% stake in CRM agency Oxyma Group to strengthen Merkle's offering in the Europe, Middle East, and Africa region. Oxyma will become part of Dentsu's Merkle operation and will be rebranded Oxyma, A Merkle Company.
- **Havas US** launched a brand consultancy called Triptk. The new agency includes researchers, strategists, futurists, and other specialists, and will focus on trend insights and consumer, cultural, and category market intelligence.

Noteworthy quotes:

- » "In today's fickle market, legacy creative agencies are akin to dinosaurs: lumbering giants fighting over clients' shrinking budgets while slowly making that all-important pivot to digital."—Patrick Coffee, senior editor, **Adweek**
- » "I observe that small brands that have one decisionmaker are far better able to integrate communications disciplines, assuming they have access to the resources to invest in. The biggest marketers [have resources], but they can't integrate. Smaller brands can integrate but they don't have the resources. Somewhere in the middle of that is the opportunity for a PR agency to do more than just PR."—Brian Wieser, senior analyst, **Pivotal Research**
- » "The talent gap is real, and the gap is understandable as a long-term outcome of agency-advertiser working relationships that are less than desirable. Agencies need to up their game and help clients improve brand performance; advertisers need to treat agencies with respect and engage them seriously as long-term partners to deal with brand problems."—Michael Farmer, Chairman, **Farmer & Company**

- » "The opportunity [is] for agencies of all sizes to become guardians of clients' budgets against fraud and inefficiencies by mastering all the science behind ad tech; programmatic, content syndication, social, etc. By taking the side of transparency, agencies have an opening to reclaim their role as trusted advisors."—Judy Shapiro, CEO and founder, **engageSimply**

WORK: producing great work and outcomes

To get better work from agencies, clients must provide better briefs. This universal, ageless principle has never been timelier as advertisers move at light speed. That's the conclusion of the newly released ANA whitepaper, "Better Creative Briefs," which provides guidance for developing briefs and optimizing the briefing process to address previous alarming study results: 58% of clients believed they provided clear assignment briefings to the agency, while only 27% of the agencies agreed. Follow best practices, provide training, and implement automated solutions to gain adoption and support internally. Video continues to gain much momentum among advertisers. Check out the column by APR about 4K.

- Per the ANA whitepaper, "**Better Creative Briefs**":
1) Great briefs inspire, 2) Great briefs are the result of a collaborative effort, 3) Great briefs are written by senior-level people, 4) Great briefs are brief, 5) Great briefs are clear, but not prescriptive, 6) Great briefs are profoundly human and avoid marketing jargon.
- **Emotional connection.** Per new research by IBM iX, six drivers contribute to the emotional connections between the brand and consumer: trustworthy excitement, compelling relationships, empathic innovation, everyday enrichment, empowered community, and activated purpose. According to the study, when a consumer feels that a brand belongs in their life, that brand can grow revenue at three times the rate of brands that perform less well in a six-year period.
- **Europe's General Data Protection Regulation** (or GDPR), which goes into effect May 25, will require publishers to obtain explicit consent for the ways they use consumers' data. The new regulation applies to anyone who does business in Europe as well as European companies. Failure to comply will result in a fine by the EU of 4% of overall annual revenue or \$25 million, whichever is greater.
- **Brand saturation.** Per IBM iX's study, the average consumer is exposed to 10,000 brand messages daily; attention spans have dropped to eight seconds, from 12 seconds in the past 15 years; and consumers switch between screens up to 21 times per hour.
- **PepsiCo's Mountain Dew's** 360-degree video campaign promoting an innovative virtual reality game achieved a 22% click-through rate and more than 100,000 views. The video trailer ran across ad platform Immersv's network of publishers that either sold 360-degree inventory or had a VR app.

- The new **FB Messenger Platform 2.2** now includes a customer chat plugin to enable businesses to interact with customers on both business web pages and Messenger.
- Per study by ID Comms, 41% of advertisers say they're using **media technology** "ineffectively" or "completely ineffectively." Only 15% believe they are using media technology effectively.
- In an attempt to catch up with Facebook and Google, **Amazon** is testing an application programming interface (API) aimed at brands, enabling a broader set of marketers to participate on the platform.
- The **#HolidayIsHappening** initiative will analyze all holiday-related Tweets via social listening agency Brandwatch to compile real-time insights into holiday shopping behaviors. Insights will include the most talked about gifts, top Tweeted emojis, and most-mentioned hashtags, spanning various categories, such as gadgets and toys, etc.
- Per **Gartner**, only 15% of CMOs expect major increases in their budgets next year, while 52% predict a slight boost, and 33% expect them to stay the same or be reduced. 67% of CMOs intend to up their digital advertising spend.
- Per Adobe, the 2017 **holiday shopping season** will produce \$13.9 billion in online revenue, growing 19.8% year-over-year. Revenue from smartphones rose to 24% of purchases—up 40% YoY.
- Per the IAB Data Center of Excellence and the Data & Marketing Association, US companies will spend \$10.05 billion on **third-party audience data** this year, and \$10.13 billion on solutions to support its activation (hosting and management, data integration, processing and hygiene, analytics, modeling, and segmentation).
- **Facebook** is growing strong. The company's third-quarter ad revenue reached \$10.1 billion, up 49% with mobile ads accounting for 88% of total ad revenue. The platform's daily active users hit an average of 1.37 billion in September, a 16% year-over-year increase. Marketing costs for Facebook rose 29% to \$1.2 billion during the same period.

Noteworthy quotes:

- » "I strongly believe in co-creation. Good work comes from an outstanding collaboration between the agency and marketer. At the end of the day, you want your work to be memorable, and if that merits rewarding, that's icing on the cake."—Nuno Teles, CMO, **Heineken USA**
- » "Put together, agencies that enable transformative success for their clients through purpose will open a floodgate into consultancy solutioning for themselves and the agencies that follow."—Kimberly Gossard, Marketing and Brand Strategist, **Mirum**
- » "The value of video may be higher to consumers than advertisers but it's clear that advertisers who make platform specific assets for relevant products will be most likely to succeed."—Rob Norman, chief digital officer, **GroupM**
- » "It's much easier to make brave decisions if you have the right information. But it's very stupid to make brave decisions without data."—Andrew Clarke, Chief Marketing Officer, **Mars**

FINANCIALS: driving efficient use of resources

Projections for ad spending are flat. Few CMOs expect major budget increases this year, unless it's in digital. Expect to see more budget cuts and more scrutiny across spend categories in 2018. Doing more with less is the motto. Advertisers will continue to look at martech and technology to reduce waste and operationalize every aspect of marketing. There is no shortage of ways to do this.

- **Forrester** predicts that ad spend will be flat in 2018, leading to a "painful correction in the agency and adtech markets." The report suggests that CMOs will shift spend from traditional ad channels and invest in martech to deliver individualized experiences at scale, and decode digital platform algorithms, among other things.

- Per Publicis Groupe Zenith's latest report, **Programmatic Marketing Forecasts**, two-thirds of the world's digital display advertising (67%) will be traded programmatically by 2019, or \$84.9 billion.
- **WPP** reported the continued rise of digital search and social platforms, which now accounts for 75% of digital advertising and 30 percent of total advertising for the holding company.
- **Holding company financial results:**
 - **Dentsu:** Dentsu reported a revenue gain, but a drop in profit for the first nine months of the year. Revenue was up 11.7% (\$5.8 billion). Earnings before interest, taxes, depreciation, and amortization fell 7.3% for the period or \$942 million. For the third quarter, organic growth fell 2.1% overall.
 - **Havas:** Havas reported consolidated group revenue essentially flat with \$1.9 billion for the first nine months of the year, with a revenue drop of 2% for third quarter or \$618 million, citing exchange rate fluctuations as a key reason for the decline. For the first nine months, the firm remains in negative territory at -0.3%.

Noteworthy quotes:

- » "You can't cut your way to prosperity. At some point you're going to have to invest ... otherwise you get a downward spiral in terms of volumes getting lower and lower."—Martin Sorrell, CEO of **WPP**
- » "The "holy grail": "A compensation-beyond-fee arrangement based on the success of your idea."—Harris Diamond, Chairman and CEO, **McCann Worldgroup**
- » "We've talked about the incentivized/performance-based model for years and years. Most often, the agencies don't come up with metrics to make it worthwhile and clients find it hard to manage a cash flow if it's incentive-based compensation."—Ken Robinson, partner at **Ark Advisors**

- » “Too many clients cut into the bone and don’t realize that they get what they pay for. If you’ve been cutting fees the last three or four years, it will directly correlate to the level of talent on the business and the level of satisfaction you have with the work from the agency.”—Jackson Jeyanayagam, CMO, **Boxed**
- » “While it’s hard to say that the pace at which like-for-like fees are compressing has increased, in the wake of the K2 transparency report, clients have generally tightened up contract language to have the effect of eliminating some

of the ways in which agencies generated some of their revenues over the past decade.”—Brian Wieser, analyst, **Pivotal**

- » “CMOs claim they don’t know how to budget for an agreement, the cost of which could not be accurately predicted. My own answer was: Set your budget on the assumption of success. If we don’t deliver the results, then you’ve got extra money at the end of the year, so you’ll look good either way.”—Keith Reinhard, worldwide chairman emeritus, **DDB**

Keeping up with the fast-paced advertising production community - Jillian Gibbs, CEO & Founder, APR

APR, the world’s largest production optimization consultancy, focuses on hot topics and insights in the fast-paced advertising production community. For more information on APR and Jillian Gibbs visit www.aprco.com.

Taking the Mystery Out of 4K

By: Phyllis Weisband, APR Sr. Production Consultant, Visual Effects & Animation SME, Los Angeles

What exactly is 4K?

The term 4K is a professional production and cinema standard term used to describe the resolution of an image, either at the time of capture or display. UHD (Ultra High Definition) is a standard term coined for 4K consumer displays and used within the content media and broadcast space

What’s happening with 4K these days?

The 4K (and above) game is on! But prior to the production and release of much 4K content, real-world distribution systems are in process of addressing a myriad of deployment points. There can be bandwidth insufficiencies, mismatched resolutions, and incompatible hardware interfaces within the deployment and delivery space, so that very common integration of 4K is likely a few years off. That said, production and deployment of 4K media for advertising motion content is currently a specialty area and a testing platform. It can be successfully navigated for use on known 4K channels and for TV and web streaming alongside 4K-produced shows and content.



What does it mean to brand advertisers?

Most display and TV manufacturers have placed 4K screens on the market. There are numerous professional and consumer cameras shooting 4K regularly, and many high-end mobile phones have 4K camera features as well. Given these production and streaming advances, advertisers should consider shooting 4K, then edit and finish in 4K IF you are placing media on a 4K channel or alongside a 4K streaming show.

Now What?

We recommend that you plan to produce and deliver for 4K resolution now. With the technology becoming more standard, consumers will soon expect UHD-like resolution on any and all content that comes their way, and it’s best to be ahead of the curve. Remember, you can always make an HD master from a 4K shoot, yet you can’t go the other way.

PERFORMANCE: driving stronger performance and value from the partnership

If we can't improve what we can't measure, it's no surprise that advertisers are focusing on putting in place better metrics and analytical capabilities to better stretch their limited budgets. Advertisers also invest in up-leveling their agency evaluation programs to assess and often reward for top performance, but also to allow for timely course corrections. They are evaluating their agencies several times throughout the year, and tailor their evaluation to address the different agency types.

- Per a WFA study, 96% of brand advertisers have a formal **agency evaluation program** in place, and the majority feel that those help build and maintain strong client-agency relationships. 30% of CMOs are now directly involved in providing input on agency performance.
- Per a **Cision®/PRWeek global survey**, 75% of PR/communication executives believe aligning metrics to the bottom line is the biggest challenge when measuring communications. 69% don't feel that they have enough data and analytics to properly attribute how their earned media programs impact the bottom line, and 71% don't feel they are fully capitalizing on all the benefits of technology and data.
- **Snapchat** released a tracking tool called Snap Pixel, which enables brand advertisers and agencies to track how the app drives website visits, sign-ups and purchases. It also launched a new ad unit called Audience Filters, which can be purchased via its self-serve platform, Audience Manager.
- **MediaPost's** agency of the year winners include the following: Havas Media Group (media), Big Spaceship (Digital), Dentsu Aegis Network (holding company), The Media Kitchen (social), Merkle (search), R/GA (mobile), MullenLowe Mediahub (creative).
- The **International Andy Awards** revamped the way it's giving prizes, eliminating categories as a whole—all 75-plus of them—to celebrate the best creative ideas and simplify entries. Similarly, Ascential, parent of The Cannes Festival of Creativity, is restructuring its Lions awards program, eliminating more than 100 subcategories including Cyber Lions, Integrated Lions, and Promo Lions. A new entry cap means that each piece of work can only be entered into a maximum of six separate contests.
- Research firm Forrester published its **Search Marketing Agencies Wave report**, listing 12 top search agencies based on 25 factors to evaluate search marketing agencies like acronym, Catalyst, Forward3D, iCrossing, Mirum, neo@Ogilvy, Rise Interactive, and Wpromote. Performics, Merkle, 360i, and iProspect led the list.

- Per the **CMO Council**, 63% of consumers respond better to ads when they're on trusted media sites as opposed to on social media, but 48% would consider boycotting brands that advertise next to content they deem objectionable.

Noteworthy quotes:

- » “[There’s] a sigh of relief from the CEO or CMO when they hear that we’re willing to share their risk. We want to do great work, but we’re no longer walking in with a preconceived notion of what’s right.”—Stephen Goldblatt, founder, **Partners in Crime**
- » A “results-based” agreement is better than a “performance-based” agreement because the latter allows the client to make subjective judgements at the end of the year about aspects of agency performance that have nothing to do with results. “They took two days to answer my phone call” could drag an agency evaluation down from a score of five to a score of four and allow the client to pay a lesser bonus. Whereas an agreed upon result that’s achieved is hard to argue.”—Keith Reinhard, worldwide chairman emeritus, **DDB**
- » “People were laughing at the beginning and some of our competitors were looking at us and saying, ‘Oh it’s a small thing.’ Now they are all considering that the idea of the Power of One is a great disruption in the industry. That being one company and eliminating the holding company level is something that is sensible to best serve our clients.”—Maurice Lévy, chairman of the supervisory board, **Publicis Groupe**
- » “It’s not Facebook and Google; it’s not consulting; it’s the distortion caused by low interest rates” which has led to low growth, low inflation and limited pricing power.”—Martin Sorrell, CEO of **WPP**
- » “We kind of chased the dream of endless supply of websites and places to advertise. What we found is yes, you can buy anywhere, and you can get it really cheap. And you get what you pay for.”—Marc Pritchard, Chief Brand Officer, **P&G**
- » “Awards are very important to me, not because of the prestige, but because over my career I’ve seen that marketing that is creatively special cuts through with consumers. This helps brands stand out and ultimately sell more. Winning awards helps build the confidence of both the brand and agency teams. A confident team thinks big while others play it safe.”—Greg Lyons, CMO, **PepsiCo North America Beverages**

Welcome to today's "outside-in" world

We increasingly rely on the assessments of thousands of people—people we don't even know—sharing their experiences through multiple channels, before making a decision about what products we purchase, what airline we fly, what restaurant we visit, what technology we use, what car we drive and much more. In fact, around 81% of customers read reviews, check ratings, or go on YouTube, before they even think about purchasing a product.

Today consumers want to build relationships on their own terms, making it challenging for agencies and brands to be in charge of creating the customer experiences that consistently deliver on their brands' promises.

Consumers want companies to anticipate their needs through a maze of purchasing channels and technologies. Among the digital natives, this trend is even more pronounced. It's no surprise that three times as many millennials as baby boomers say their unknown "digital friends" influence their purchasing decisions.

Putting on the "Ritz"

In today's "outside-in" world, agencies play a critical role in helping clients take an "outside-in" perspective, i.e., customers, competitors, and results come first, then align your internal goals, capabilities and products.

- Build messaging strategies that encourage feedback and make it easier for consumers to share their thoughts through multiple channels.
- Create an integrated measurement platform that can effectively track these digital "conversations" back to customer acquisition rates, referral rates, and increases in sales, along with more traditional retention and churn rates.
- Build tools aligned with your clients' brand strategies and marketing messaging to help educate employees on the importance of positive customer feedback – across all channels. Give them the autonomy they need to help increase customer feedback on their experiences with the brand.

For example: The Ritz-Carlton hotel brand allows every staff member to spend up to \$2,000 to improve the experience of a single guest – without requiring prior approval from their general manager! This may be an extreme example of employee engagement, but the Ritz has proven that it drives amazing customer reviews and reinforces their brand's commitment to ensuring a positive customer experience.

- Agencies can customize employee strategies that are closely aligned with their clients' brand messaging and customer feedback channels.

Talk About It

Without a deep understanding and appreciation for today's consumer and their need to communicate their experience with your brand on any channel they can, brands may find themselves losing ground to competitors who are more in tune with, and responsive to, our "outside-in" world.

AGENCY REVIEWS AND ROSTER CHANGES

According to the latest data by our partner and research firm **COMvergence**:

Based on Q1-Q3 2017 data:

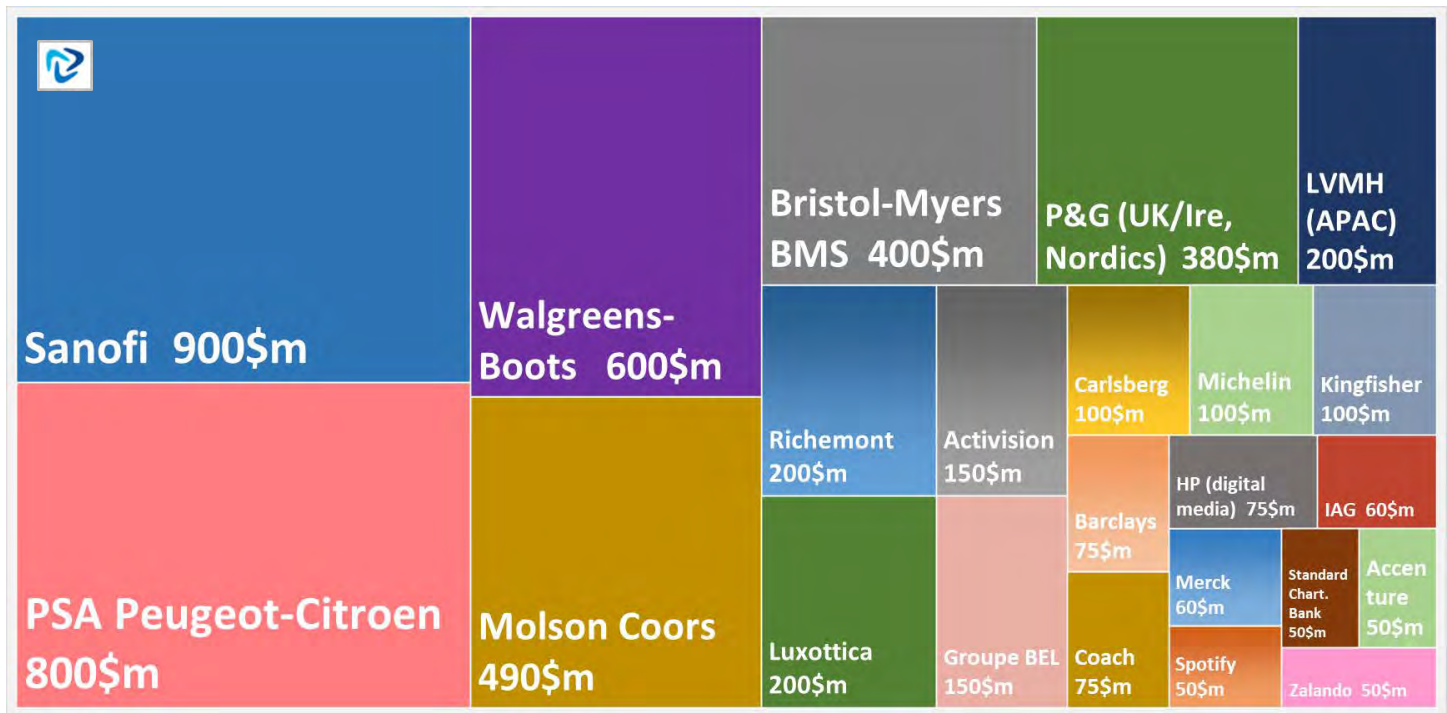
- The US dominates the media pitch activity in Q1-Q3 2017 both in terms of spend volume (\$6.1bn) and number of account moves assessed (70). US-only pitches/moves represent 73% of the total spend reviewed
- The average retention rate (across the 21 countries) has increased vs. Q1 and Q2 reaching 22%
- Clear dominance of local pitches – representing 71% (\$10,3bn) of the total spend reviewed across the 21 countries
- Ongoing major pitches to be completed in 2017: Global/regional: Bose, Campbell Soup, EDF, Jaguar Land Rover, Marriott, McDonald's, Lego, among others. US: Adobe, Subway, United Healthcare, among others
- MDC Partners' Anomaly and independent agency Droga5 were tops in new US account wins for the first nine months of the year. Both shops recorded five wins among 80 major brands that shifted agencies during the period.

See how stronger relationships contribute to better marketing. Contact us at www.agencymania.com.

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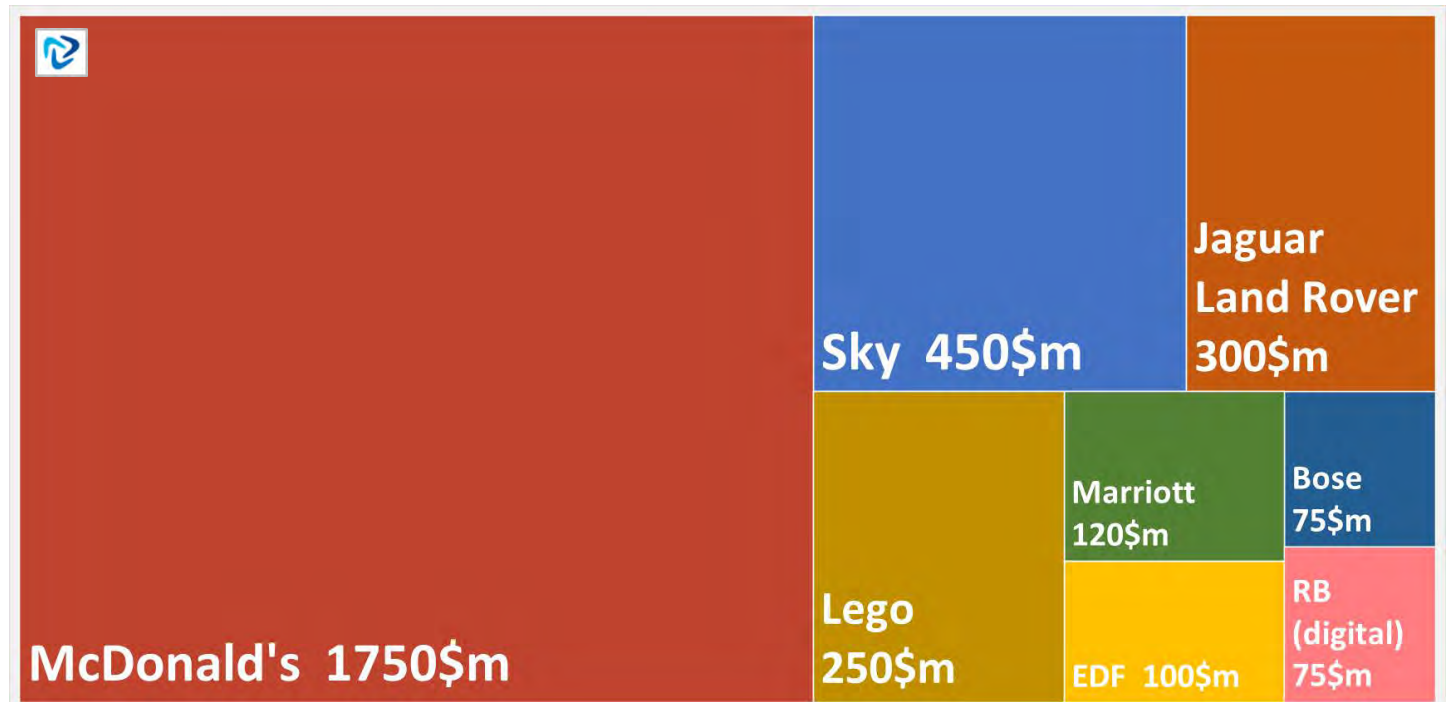
If you have any comments or would like to update or change your contact information, please contact us at subscription@agencymaniasolutions.com.

- Major concluded global and regional pitches in Q1-Q3 2017 (total media spend reviewed: \$5.3B):



Note: Results from the AB-InBev (\$1,2bn), Amazon (\$900m) and Deutsche Telekom (\$450m) pitches were publicly announced in October/November – and therefore have not been included here.

- Major ongoing global & regional media pitches (total of \$3B):



Disclaimer: The reviews listed often capture larger review activity reported in the industry trade press, which we understand to be only a subset of total review activity. Specialist reviews (digital, social, PR, etc.) are rarely reported in the trade press. Also, due to the increasing number of project reviews (versus AOR/retainer reviews), many of those are not receiving media attention and therefore are not included here.

- Cruise company **Carnival** hired Los Angeles-based independent agency Omelet as its creative AOR for the Carnival-owned brand Princess Cruises, following a review. The agency will handle integrated marketing and digital efforts. Omnicom Group's Goodby Silverstein & Partners, its prior creative AOR, stopped working with the brand earlier this year.
- Telecom giant **T-Mobile** selected independent agency Mother to handle its US brand creative, following a review. Publicis Seattle will keep its agency of record status from the past decade and will continue to handle retail.
- **Dean Foods** (brands include DairyPure, TruMoo, Caribou Iced Coffee, Uncle Matt's Organic, Mayfield, Dean's Country Fresh, and Steve's ice cream) hired Kirshenbaum Bond Senecal + Partners (KBS), part of MDC Partners as its new AOR following a review, replacing incumbent Curiosity Advertising.
- **Kellogg** selected TracyLocke to handle its shopper and promotional marketing AOR duties, following a review.
- Women's retailer **Chico's** named The&Partnership its creative and media agency of record after a review. Media agency m/SIX, the full-service media agency within The&Partnership and backed by GroupM, will lead media planning and buying.
- **W. L. Gore and Associates** selected WPP AKQA to handle its branding and advertising work for its patented Gore-Tex product worldwide. The agency will work across b2c and b2b channels to promote the waterproof product line.
- **IHOP Restaurants** (aka International House of Pancakes) selected New York-based Droga5 as its new creative agency of record, replacing incumbent IPG shop Campbell Ewald. The new agency will lead creative strategy and execution for the all-day breakfast QSR chain, including TV and radio initiatives.
- Car riding giant **Uber** selected MDC Partners' 72andSunny as its global creative agency. The North America business that Deutsch won last summer, following a review, is not expected to change.
- Fast food giant **McDonald's** consolidated its customer relationship management assignment with Omnicom's RAPP, following a review. The agency is expected to embed staff within the McDonald's US AOR We Are Unlimited, the team built by Omnicom to serve the brand.
- Financial management software **Intuit** selected two Omnicom agencies to handle creative and media duties for its QuickBooks business unit, following a review: TBWA\Chiat\Day Los Angeles as creative global agency of record and sibling media agency Hearts & Science US as media agency of record.
- Store chain **Ulta Beauty** named IPG McCann New York and MullenLowe Mediahub as its creative and media agencies of record, following a review, replacing MullenLowe North Carolina, which held the creative and media duties since 2014.
- Japan's largest airline, **All Nippon Airways** selected Y&R New York as its first US agency of record without a review. The assignment expands the brand's relationship with WPP - WPP PR consultancy Hill+Knowlton handles US public relations.
- **Microsoft Office** named IPG's sponsorship and experiential agency Advantage its partnership marketing agency. Both parties worked together previously.
- Telecom giant **Deutsche Telekom** announced a revamp of its media marketing strategy by bringing its media strategy—in-house to ensure media-neutral strategy and team collaboration between its various agencies. WPP GroupM will handle campaign planning and buying services. Other agencies include Mindshare, MediaCom, and Wavemaker.
- Technology giant **Cisco** selected San Francisco-based independent media agency DWA for global media duties, following a review, replacing incumbent Omnicom's OMD. The agency has extensive experience in b2b technology marketing.
- Luxury auto maker Fiat Chrysler's **Maserati** selected Accenture Interactive to deliver the brand's customer experience across its digital channels. The agency will be responsible for digital brand strategy, digital advertising and content production, campaign management, and analytics services. The brand will also work with Accenture Interactive sibling creative agency Karmarama for advertising and content development. Accenture Interactive already works with Fiat Chrysler on smaller-scale projects.
- **Hilton Worldwide** selected TBWA as its global creative AOR following a review. Incumbent London-based Fold7 is expected to stay on the agency roster in some capacity. The agency will focus on the company's "enterprise" creative, including the Hilton master brand that sits over Hilton's 14 sub-brands and Hilton Honors loyalty program. The brand will continue to work on specific brand creative with GSD&M, HZDG, and The Martin Agency.
- Toy giant **The Lego Group** selected IPG Mediabrand-owned Initiative as its global media agency, following a review, replacing US incumbent since 2004 Publicis Media's Starcom. The decision was based on the agency's digital-first approach, international reach, and strong local insights. Initiative will collaborate with sibling agency R/GA which will handle shopper marketing.
- **Opel/Vauxhall** selected GroupM's MediaCom as its media AOR for Europe, replacing Dentsu Aegis Network's Carat. The decision further consolidates Groupe PSA brands with MediaCom, which was awarded the auto company's Peugeot, Citroen, and DS Automobiles business.

- **Stonefire Authentic Flatbreads**, part of FGF Brands, hired Cincinnati-based Curiosity Advertising as its agency of record. The agency will handle all creative and strategic development, as well as media buying and planning for the brand.
- Videogame publisher **Take-Two Interactive** hired Butler, Shine, Stern & Partners (BSSP) as the new AOR for the basketball-centric videogame franchise and its NBA 2K account, following a review, replacing incumbent MDC Partners' CP+B LA. The agency will handle television, digital content, partnerships, and point-of-sale for both the console and mobile versions of the game.
- Athletic shoe and sports gear company **Adidas** kicked off a global media agency review. Dentsu Aegis's Carat is the incumbent in the US.
- **MetLife** selected GroupM's MediaCom as its new media agency of record, following a review, replacing incumbent agencies MEC and Merkle. The agency will handle all of MetLife's business lines in the US.
- **Procter & Gamble** selected CHI & Partners to handle creative ad duties for laundry product brand Lenor across Europe, replacing incumbent Grey London.

Agency Roster Summary

Client	Incumbent	Change/Scope	Focus Area	New Agency	Review?
Addidas	Carat	Media	Global	TBD	Y
All Nippon Airways		Creative	US	Y&R	N
Carnival	Goodby Silverstein & Partners	Creative	Princess Cruises	Omelet	Y
Chico		Integrated		The&Partnership	Y
Cisco	OMD	Media		DWA	Y
Dean Food	Curiosity Advertising	Integrated		KBS	Y
Deutsche Telekom		Media	Strategy	In house	N
Hilton Worldwide	Fold7	Creative	Global	TBWA\Chiat\Day	Y
IHOP Restaurants	Campbell Ewald	Creative		Droga5	N
Intuit		Creative	Global	TBWA\Chiat\Day	Y
Intuit		Media	US	Hearts & Science	Y
Kellogg Co		Shopper		TracyLocke	Y
Maserati		Digital		Accenture Interactive	N
McDonald's		CRM		Rapp	N
MetLife	MEC	Media	US	MediaCom	Y
Microsoft		Sponsorship	Office	Advantage	N
Opel/Vauxhall	Carat	Media	Europe	MediaCom	Y
Procter & Gamble Co (P&G)	Grey	Creative	Lenor	CHI & Partners	N
Stonefire Authentic Flatbreads		Integrated		Curiosity Advertising	N
Take-Two Interactive	CP&B	Integrated	NBA 2K	BSSP	Y
The Lego Group	Starcom	Media	Global	Initiative	Y
T-Mobile		Creative	US brand	Mother	Y
Uber		Creative	Global	72andSunny	N
Ulta Beauty	Mullen Lowe Group	Creative		McCann	Y
W. L. Gore and Associates		Creative		AKQA	N

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