

Industry Update

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

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Contributed by Mark Penn, Stagwell Marketing Cloud

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EXECUTIVE SUMMARY: August-September recap

"I'm a Barbie girl, in the Barbie world..."

Welcome to Barbie Land! Greta Gerwig's movie about the Mattel icon has been as much of a success in theaters as it has been in co-brand marketing. That was the topic of many conversations in our industry after such a brilliant launch. The blockbuster finished its opening week with over \$700 million in worldwide ticket sales, the biggest week in history for a Warner Bros. movie. For marketers, it was also a dream machine with countless brand partnerships.

Meanwhile, in the less flamboyant world of Wall Street, top advertising giants had to lower their revenue projections for the full year as tech companies cut expenses and the impact of inflation pushed many brand advertisers to be more cautious with marketing spend. A slowing and uncertain economy that's forcing companies to manage budgets more conservatively is a reality that agencies cannot escape. The SAG-AFTRA strike, intended to pressure studios to revisit terms associated with residual pay in streaming and the use of AI in TV and filmmaking, also exposed growing concerns and disparities in the entertainment and media sector. AI applications are spreading, but so are concerns about legal and ethical use of the technology.



No matter how rosy we want to see the advertising world, we don't live in the colorful and seemingly perfect world of Barbie Land.

Bruno Gralpois
Co-Founder and Principal,
Agency Mania Solutions

TALENT: Securing the right talent and resource

The agency world is dealing with global issues ranging from high interest rates, inflation and economic pressure, military conflicts, and natural disasters, combined with shifting client expectations and an AI-led era of advertising that is uncertain and fast moving. AI shows great potential in marketing and advertising and is proving to be a good counterbalance to the current state of the economy. You may have noticed that all major agencies are claiming a piece of AI today through investing, striking deals with tech firms like Google and Adobe, or coming up with their own proprietary offerings, as well as exploring new, more automated ways to produce work. We are now beyond AI as a buzzword. It's been implemented across a number of activities, from audience planning to content creation. And innovation is clearly not limited to the US. China's investment in AI, for example, is projected to exceed \$38.1 billion by 2027, making up about 9% of the global total, according to market consultancy EDC. *Industry Update* recently introduced a new section on AI to cover major developments, and there are a lot of them, so put on your seatbelt and let's take a closer look.

- Per consultancy R3, there have been 117 **creative reviews** in the US this year, down YOY. On the media side, there have been 44 reviews (vs. 51 in the same period last year). The average billing in a creative review is \$19 million this year (vs. \$11 million a year ago) and \$46 million on the media side (vs. \$36 million a year ago).
- The **Creative Brief Archive** was launched by Creative Brief Workshops LLC as a growing repository of finished creative briefs for real products and brands, written by agencies or brands. The **Archive** is free to anyone who registers.
- Agencies launched **entertainment units** in recent years to create better synergies between brands and long-form content. Examples: Interpublic Group of Companies' Martin Entertainment, Anchor Worldwide's entertainment offering Anchor Entertainment, WPP's Motion Content Group.
- Per Ad Age, **celebrity-owned agencies** are on the rise. Examples: Ryan Reynolds (founder of Maximum Effort), Tom Brady (partner at Shadow Lion), Shaquille O'Neal (co-founder of Majority), Pharrell Williams (co-founder of Mighty Dream), Michael B. Jordan (co-founder and executive chair of Obsidianworks), Paris Hilton (founder of 11:11), A\$AP Rocky (co-founder of AWGE), Kevin Hart (founder and chairman of LOL Studios), Reese Witherspoon (co-founder of Hello Sunshine), Terry Crews (co-founder of Super Serious), Idris Elba (co-founder of SillyFace), Kristen Bell (founder of Dunshire Productions), Issa Rae (co-founder of Hoorae).
- **WPP** announced a global partnership with Spotify that will enable WPP to offer its clients early access to Spotify's ad products and first-party intelligence. Spotify will become the first digital audio platform to be integrated directly into WPP's products and solutions, including offerings from WPP data division Choreograph.

- Per Agency Spotter, of the leading 50 **content marketing agencies** the top 5 are:
 - 1) San Francisco-based Tendo Communications (content marketing, marketing strategy, digital strategy)
 - 2) Cleveland-based Brokaw (content marketing, video production, advertising)
 - 3) Dallas-based Groove Jones (AR VR, experiential marketing, animation, content marketing, gaming)
 - 4) NYC-based Flint & Steel (advertising)
 - 5) Nashua, New Hampshire-based MarketReach (graphic/communication, marketing strategy, content marketing)

Next five agencies: Percepto, Simple Story, HireInfluence, Major Tom, and Kastner Los Angeles.

- Per Agency Spotter, of the leading 100 **digital agencies** the top 5 are:
 - 1) Marlborough, Massachusetts-based 3 Media Web (search, web, digital strategy, advertising, web development)
 - 2) NYC-based Digital Silk (branding, e-commerce, marketing strategy, web, digital strategy)
 - 3) Paramus, New Jersey-based SmartSites (web, social media, advertising, search, inbound marketing)
 - 4) St. Louis-based Propaganda (marketing strategy, branding, advertising, digital strategy, web)
 - 5) Miami-based Mod Op (design strategy, social media, advertising, digital strategy, marketing strategy)

Next five agencies: Response Marketing, Ruckus, Flightpath, Major Tom, Groove Jones.

- Per Jared Belsky of Acadia, **nine ways to inspire your agency's best work**:
 - 1) Make great agency stewardship a KPI
 - 2) Pick agencies for human skills
 - 3) Onboard intensely
 - 4) Reveal what inspires you
 - 5) Have a well-crafted, realistic goal
 - 6) Make feedback about the brief, not the person
 - 7) Use a now/new/next framework
 - 8) Take a long view and understand if it's personal or systemic
 - 9) Reset before review
- Automaker **Mazda North America** is reducing WPP's Mazda-dedicated Garage Team unit as the brand hires more outside shops, like WPP agencies VMLY&R, Wunderman Thompson, Hill+Knowlton, and GroupM, independent shop Finn Partners, and performance marketing firm Optimal.
- WPP launched a **Creative Technology-Focused Apprenticeship**, a nine-month paid program focused on creative coding, game engines, virtual production, future machines, and generative AI, eventually leading trainees to find new opportunities within WPP's global production arm Hogarth.

- Per R3, five primary factors that are motivating marketing to **review agency models**:
 - 1) A premium on digital, social, and content
 - 2) Flexibility in resources, capabilities, and timelines
 - 3) Integration that's responsive to global, regional, and local needs
 - 4) Access to talented full-service specialists
 - 5) A desire for breakthrough creative at speed
- **Michael Farmer** released his new book, *Madison Avenue Makeover*, which focuses on Mat Baxter's transformation of Huge, macro-level issues faced by agencies, and the redefinition of the ad agency business.
- Advertising Production Resources CEO **Jillian Gibbs** released her new book, *The Marketer's Guide to Creative Production*, leveraging her more than 30 years of creative production expertise working with top global brands.
- **Havas Media North America** launched the "Meaningful Ad Unit," a proprietary metric for US clients to predict a media placement's probability of attention and subsequent impact. The machine-learning model was created in partnership with Adelaide, a platform focused on attention-based media measurement.

New agencies or capabilities, restructurings, and reorganizations:

- **Publicis Groupe** launched PX, an end-to-end production offering dedicated to accelerating omnichannel content production, performance, and personalization. Powered by Adobe's Content Supply Chain solution—Adobe Experience Cloud and Creative Cloud, including Adobe Workfront and Adobe Experience Manager—PX is designed to service engaging personalization at scale by leveraging its global audience data, studio capabilities, and media expertise.
- **Stagwell** added Brazilian technology company Quintess to its Global Affiliate Network of agency partners. Quintess offers expertise in digital business transformation in Latin America, the US and EMEA. The move expands the network in LATAM.
- **Stagwell** media agency Assembly launched a European Retail Media Division, brought into Assembly from fellow Stagwell Brand X Performance Network and e-commerce specialist agency Brand New Galaxy.
- The global consortium of independent agencies **Worldwide Partners** added three new partners to its network: Delve, a technology-focused digital agency; Doable, a creative agency founded and staffed by talent with disabilities; and Spark, a creative agency with strong experience in travel and tourism.
- **Dentsu** launched a new Tokyo-based division specializing in Japanese animation, Dentsu Anime Solutions (DAS), to develop, produce, license, and merchandise anime characters and content to media outlets and brands worldwide. The agency will develop content with partners like online gaming platform Roblox.

AI (artificial intelligence):

- Per Goldman Sachs, **generative AI** could drive a 7% (almost \$7 trillion) increase in global GDP. AI-related investment could peak as high as 2.5% to 4% of GDP in the US and lift productivity growth by 1.5 percentage points over a 10-year period. AI investment is forecast to approach \$200 billion globally by 2025.
- Per the **World Economic Forum**, over 75% of companies are looking to adopt AI tech in the next five years.
- Following **Accenture's** \$3 billion investment in AI, the firm also pledged to double its AI staff to 80,000.
- **Unilever** launched its Generative AI Marketing Collective, a global cross-functional steering committee (composed of senior brand leaders and tech, media, consumer engagement, legal, and procurement teams) to figure out "appropriate use" of generative AI through a marketing lens.
- The **US government** reached a deal with Amazon, Google, Microsoft, and Meta to put more safeguards around AI, including the development of a watermarking system to help users identify AI-generated content and a voluntary commitment from the companies to work to ensure their AI products are safe before releasing them.
- **KPMG** committed to investing \$2 billion in AI and cloud services over the next five years, expanding its partnership with Microsoft. The firm expects to generate about \$12 billion in additional revenue through the five-year partnership.
- Publicis' Profitero launched **Ask Profitero**, a chat-based assistant that combines generative artificial intelligence with commerce analytics, curating actionable insights from digital shelf and market data, and produces insights as well as AI-generated content for retailer websites from its predictive analytics suite.
- **Dentsu** entered into agreements with Google and Microsoft to leverage Microsoft's Azure OpenAI technologies, including GPT-4 and Google's Vertex AI and Duet AI generative models. The agency also set up an internal group called AI Connective to lead these efforts.
- **Dentsu** launched Merkle GenCX, a generative artificial intelligence solution, with Salesforce Einstein GPT, a generative AI CRM technology, combining the agency's proprietary data assets with third-party large language models to enable brands to gain more customer insights and create relevant, personalized programs in a privacy-compliant way.
- **MNTN** launched a generative AI-powered ad solution/hub called Viva, which enables clients to use generative AI to create and edit their video content. It supports a range of media types. Viva includes application programming interfaces from OpenAI, text-to-speech software company ElevenLabs, and AI music generator Soundraw.

- **Coca-Cola** launched its Real Magic Creative Academy, a three-day event led by OpenX, WPP's dedicated Coke agency, which included 30 creators, tech firm Nvidia, and Bain & Company, with the aim of exploring ways to create ads.
- Interpublic Group of Companies' **Mediabrand**s entered into an agreement with Google to speed up brands' use of AI by using Google Cloud to develop applications that use generative AI. The agency also developed its own AI tools, like "BrandVoice AI" to build assets in the brand's image and "BrandPortrait AI" to improve its research and planning.

In-house agencies:

- Per Blum Consulting Partners, top 4 **best practices for augmenting a brand's in-house agency with contractors**:
 - 1) Outline your support requirements early
 - 2) Align on the location strategy
 - 3) Absolutely negotiate the markup
 - 4) Define expectations for the working relationship
- Per the 2023 Association of National Advertisers (ANA) report "The Continued Rise of the In-House Agency," the **biggest in-house challenges** are:
 - 1) Managing workflows (77%)
 - 2) More FTE scaling efficiently/ managing resources (57%)
 - 3) Project prioritization (57%)
 - 4) Delivering great creative (38%)
 - 5) Talent recruitment and retention (38%)
 - 6) Expanding capabilities (34%)
 - 7) Keeping up with evolving technology landscape (32%)

Responsible advertising (diversity and inclusion, environment):

- Per Numerator, 63% of consumers say that **diverse representation** in advertising is definitely or somewhat important to them, and 44% say LGBTQ+ representation in advertising is important to them.
- Per the **American Association of Advertising Agencies (4A's)**, the number of agencies owned or run by white CEOs jumped to 90.2% in 2022 from 73% in 2021, and representation for owners and CEOs across other ethnicities dropped (from 5% to 0.75% for Black representation, from 12% to 1.5% for Asian, from 10% to 5% for Hispanic). The number of female ad professionals rose to 61% in 2022 (from 60.4% the year prior).
- **GroupM**, WPP's media investment group, reached an agreement with ad tech company SeenThis that will allow the firm to leverage SeenThis' expertise and proprietary technology to reduce and avoid unnecessary carbon emissions from digital advertising.
- **Publicis Groupe** shared its US staff diversity data and says it exceeded its 45 million-euro investment pledge announced in 2020. Per Publicis, the percentage of people of color remains consistent at 34.6% in 2023. Of new hires who self-identified their race, 40.6% are people of color (8.5% as Black, 11.3% as Hispanic/ Latino, 15.6% as Asian).

Check out our new article, "**Overcome the 3Cs of Partnership Demise**: Chaos, Complexity and Costs greatest threats to corporate performance."

Noteworthy quotes:

- » “TikTok made everyone an entertainer. Instagram made everyone an influencer. Generative AI is making everyone an artist.” —Pratik Thakar, Head of Generative AI, **Coca-Cola**
- » “It is clear AI will not replace the human element. AI will eventually be able to accomplish 85% of human activity, but it’s that last, intangible 15%—the human element—that makes things like marketing, entertainment, and media connect emotionally to inspire us and capture our hearts and minds.” —Mark Penn, CEO and Chairman, **Stagwell**
- » “When you make your agency team members feel cared for, human and part of your team, retention goes up, ideas get better and they dig deeper.” —Jared Belsky, CEO, **Acadia**
- » “Like I said, there isn’t one ‘I’ in AI—there are billions of them.” —Ian Grody, CCO, **Giant Spoon**
- » “One of the commitments that we’ve made is to the empowerment of Black creators. We know that more diversity in the creative process brings about more thoughtful and reflective and culturally relevant work.” —Marissa Hunter, senior VP of Marketing, **Stellantis North America**
- » “Generative AI will bring up best practices for everybody, but it’s not going to create next practices or fresh practices—that’s the responsibility of the human, the imagination, the creative, and they can work together.” —David Droga, CEO, **Accenture Song**
- » “Think of AI output as human input. Not the other way around. I’ll phrase it differently: Focus on using AI to prompt people instead of using people to prompt AI” —Ian Grody, CCO, **Giant Spoon**
- » “We’re all at the beginning of this AI journey. No one has all the answers. AI is just raw clay. It takes people with curiosity, creativity and compassion to harness AI’s rich potential.” —Robert Wong, VP Creative Lab, **Google**
- » “AI transformation is a tangible opportunity to improve efficiency, harvest data insights for monetization and expand our offerings with new capabilities.” —Mark Penn, CEO and Chairman, **Stagwell**
- » “The reality is clients have come to the realization that not one company has all the talent, and especially specialized talent, in the world.” —Brad Audet, CMO, **Mazda North American Operations**
- » “AI is going to save marketers’ jobs. It’s not going to take them.... Time is our biggest cost.” —Denise Persson, CMO, **Snowflake**
- » “In today’s business landscape, obsessed with growth and numbers, I believe the true secret to success lies in developing stronger and more impactful connections between clients and agencies.” —Ara Hampartsoumian, Managing Partner, **The Observatory International**
- » “In my opinion, great creativity can come from many places and brands can jump from one creative AOR to the next, but the in-house team can be the steady resource, a steward of brand knowledge, and execute some magnificent work.” —Jillian Gibbs, Founder and CEO, **Advertising Production Resources**
- » “Ad agencies are overly focused on creativity without strategy—we’re not paying enough attention to our clients’ business problems; awards are driving ineffective work and the service-oriented business model is flawed.” —Brad Simms, CEO and President, **Gale**
- » “Forming and nurturing partnerships is becoming an indispensable aspect of a company’s growth strategy.” —Bruno Galpois, Co-Founder and Principal, **Agency Mania Solutions**
- » “[I]t’s not hard to be at least neutral or possibly positive about the impact of AI on traditional advertising agencies. At least we can be so long as agencies impacted by AI continue to make necessary investments in the people who will ultimately drive the health of the advertising services industry.” —Brian Wieser, Principal, **Madison and Wall**

Need to manage your Agency Roster?

You already have the right partnerships in place, but do you need to better manage your existing roster of agencies?

There is a better way.

Check out our video explainer about [RosterDeliver](#).

Approved Capabilities
Performance

You need reliable, up-to-date information.

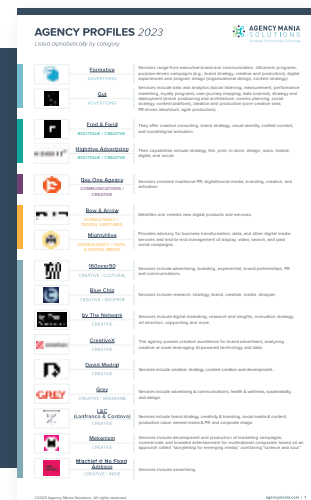
RosterDeliver™

Company profiles:

- **Ykone** is an influencer marketing agency headquartered in Paris with 16 offices worldwide, including New York City and Dubai, and more than 170 employees. The agency provides services ranging from creative direction and content production; influencer marketing strategy and campaign management; influencer casting and booking; consultancy and auditing; social media management; media amplification; talent management; and data and analytics. The agency leverages its proprietary technology called Campaygn to access millions of real-time data points about 13 million influencer profiles on behalf of clients such as Dior, Gucci, Burberry, Prada, Louis Vuitton, Kenzo, Chloé, Boss, Moët & Chandon, Guerlain, Omega, and Tiffany & Co. The agency mixes traditional services with proprietary technology and data, talent management, and in-house production capabilities to offer solutions for physical, digital, and virtual dimensions. Ykone has seven physical studios and hubs. In 2021, the agency was awarded Influencer Marketing Agency of the Year (Grand Prix des Agences de l'Année).
- **Quad** (NYSE: QUAD) is a marketing experience holding company comprising many agencies, including Rise Interactive (performance marketing), Periscope (full-service creative), Favorite Child (design and end-to-end experience), Marin's (creation, manufacturing, distribution of in-store marketing solutions), Apple Tree (strategic creative), Peppermint (strategic and creative with a focus on print and digital), and QuadMed (healthcare). The company aims to seamlessly connect every facet of the marketing journey with an integrated marketing platform, strong marketing measurement, and reduced complexity. Printing is a core part of the firm's business and one of its competitive differentiators from traditional agencies, ranging from direct, print, packaging, in-store, content, media, and intelligence. Quad serves 2,900 clients (such as PEMCO, CVS, Inuit) with over 15,000 employees in 14 countries. The firm reported net sales of \$703 million in the second quarter. Reported net sales in 2022 were \$3.2 billion.

- **Advantage Solutions** (NASDAQ: ADV) is an Irvine, California-based provider of outsourced sales and marketing solutions to consumer goods companies and retailers. The company's data and technology-driven services include retail merchandising, in-store and online sampling, digital commerce, omnichannel marketing, and retail media. Advantage has offices throughout North America and investments in select markets worldwide. The firm has completed over 50 acquisitions and invested over \$1.5 billion in new capabilities since 2014. For the second quarter, the company reported \$1 billion in revenue, up \$56 million, or 5.7%, YOY; operating income was \$22.3 million, compared with \$28.3 million a year ago; and had a net loss of \$7.8 million, compared with net income of \$3.7 million a year ago.

Looking for more?
 Download our consolidated list of **Agencies Profiled** from our Industry Updates. We share the category they work in and services provided.



ARTICLE: AI is the next quantum leap for marketers—but only if humans steer it.

Contributed by: Mark Penn, Stagwell Marketing Cloud

“AI has endless marketing use cases, but it needs humans to really make it sing” says Stagwell’s Chairman and CEO, Mark Penn.

Detailing 10 AI-based mini-revolutions within grasp, Penn takes a bold stance explaining how “the next generation of AI is a big development that burst upon the scene almost unexpectedly to shake up how we have been using computer power, and its adoption in marketing firms will likely decide who wins and who loses in the next decade.”

Want to read more? [Click here](#) for the full article.



WORK AND PERFORMANCE: Driving better work, stronger performance, and value from the partnership



If you've been to Las Vegas, you may have seen the next-generation entertainment sphere at The Venetian Resort called the Exosphere, comprising 580,000 square feet of fully programmable LED lighting. The Sphere Entertainment-owned Exosphere is so massive that you can fit the Statue of Liberty inside it. The LED media plane is 160,000 square feet (that's four football fields!). It has the largest LED screen on Earth, capable of displaying 256 million different colors. Sphere Entertainment entered into an agreement with YouTube to offer a fully programmable LED exterior in support of NFL Sunday Ticket.

- Yum! Brands-owned chain **Taco Bell** is being sued on claims of false advertising. The class-action lawsuit alleges that items such as the brand's Mexican Pizza, Veggie Mexican Pizza, Crunchwrap Supreme, Grande Crunchwrap, and Vegan Crunchwrap are depicted with much more filling in advertisements compared with what is served.
 - The World Federation of Advertisers, Ebiquity, and IPA released a **study** titled "**Creating a Global Culture of Marketing Effectiveness**" aimed at improving organizational readiness, with a focus on areas such as processes, measurement, tools, smarter insights, and greater collaboration.
 - Cruise line **Virgin Voyages** launched a **campaign** that allows customers to send customized invites from JLo's digital twin, "Jen AI." (Jennifer Lopez is the cruise line's chief entertainment, lifestyle, and celebration officer). A highly personalized video is generated and delivered based on insights about what and how recipients want to celebrate.
 - Per the **Cannes Lions Official Wrap-Up Report**, a few key takeaways:
 - 1) Back to brand (turn every touch point into an opportunity to engage)
 - 2) Reset with AI (use AI to facilitate human connections, bring ideas to life, or build an engine to inspire and power future creation)
 - 3) Community-first creativity (involve audiences up front in the creative process to develop a more authentic and conversational relationship with them)
 - 4) Go for growth (experiment with new models, innovate within partnerships, and embed participation into the work)
 - 5) Seize the future (use tech and leave a legacy)
 - IPG Health is at the top of R3's **2023 Creative New Business League** after being named lead creative partner by Pfizer, followed by:
 - 1) Ogilvy
 - 2) Havas Worldwide
 - 3) Wieden+Kennedy
 - 4) VMLY&R
- ### Awards:
- WPP earned three top prizes at the **2023 New York Festivals Advertising Awards**. For the second straight year, WPP earned Holding Company of the Year. WPP agency VMLY&R won the 2023 Global Network of the Year. VMLY&R Commerce US was honored with the Agency of the Year for its campaign "Oreocodes," created for the Mondelēz brand Oreo. VMLY&R Commerce earned multiple New York Festivals Gold Awards for clients including Coca-Cola and Wendy's. Oreo was awarded Global Brand of the Year. German content marketing and PR firm fischerAppelt won Public Relations Agency of the Year. Ladoble Mexico won Film Production Company of the Year.
 - Per the **14th annual Small Agency Awards**, top winners included:
 - 1) Mojo Supermarket (Gold: Small agency of the year)
 - 2) Fred & Farid LOA (Gold: 1-10 employees)
 - 3) Quality Meats (Silver: 1-10 employees)
 - 4) Lerma/ (Gold: 11-75 employees)
 - 5) Preacher (Silver: 11-75 employees)
 - 6) Fitzco (Gold: 76-150 employees)
 - 7) Rosewood Creative (Silver: 76-150 employees)
 - 8) Via (Gold: Culture)
 - 9) WorkInProgress (Silver: Culture)
 - 10) NVE Experience Agency (Gold: Experiential)
 - 11) DCX Growth Accelerator (Silver: Experiential)
 - 12) Media Matters Worldwide (Gold: Media)
 - 13) Novus Next (Silver: Media)
 - 14) We Believers (Gold: Purpose-led)
 - 15) Kin (Silver: Purpose-led)
 - 16) Majority (Gold: Newcomer)
 - 17) Acadia (Silver: Newcomer)
 - 18) Zulu Alpha Kilo (Gold: International)
 - 19) Giants & Gentlemen (Silver: International)
 - Agencies and production companies that received **2023 Emmy Awards** included:
 - 1) "The Greatest—Accessibility" for Apple: Apple Inc., ad agency; Somesuch, production company
 - 2) "Call Me With Timothée Chalamet" for Apple TV+: TBWA\Media Arts Lab, ad agency; MJZ, production company
 - 3) "Cost of Beauty" for Dove: Ogilvy, ad agency; Smuggler, production company
 - 4) "Forever" for The Farmer's Dog: Sanctuary, production company
 - 5) "Quiet the Noise" for AirPods: TBWA\Media Arts Lab, ad agency; Iconoclast TV, production company
 - 6) "R.I.P. Leon" for Apple: Apple Inc., ad agency; Biscuit Filmworks, production company
 - 7) "The Singularity" for Squarespace: Squarespace, ad agency; Smuggler, production company

- Per **Adweek Media Plan of the Year 2023**, top winners included:
 - 1) BRP: “Uncharted Playgrounds” and agency Touché (Total Campaign Less Than \$500,000, Best Use of Insights)
 - 2) Saputo: “We Are All Cheese Heads” and agency Carmichael Lynch (Total Campaign \$1 Million-\$5 Million, Best Use of Branded Content/Entertainment in Campaigns Spending \$1 Million-\$2 Million)
 - 3) New Balance: “New Balance x Snapchat’s AR-Powered Gifting Concierge” and agency Mediahub (Best Use of AI/VR/Machine Learning)
 - 4) Clash of Clans: “Clash of the Past” and agency Wieden+Kennedy (Best Use of Branded Content/Entertainment in Campaigns Spending \$500,000-\$1 Million)
 - 5) Procter & Gamble: “Aussie Kids x BDG BeYOUTiful Hair Book” and agency Carat USA (Best Cause Marketing Campaign Spending \$1 Million+)
 - 6) Lay’s Potato Chips: “Lay’s BravoCon” and agency OMD USA (Best Use of Experiential in Campaigns Spending \$500,000+)
 - 7) DoorDash: Locker Room Experiential Franchise and agency Wavemaker New York (Best Use of Experiential in Campaigns Spending Less Than \$500,000)
 - 8) New Balance: “Runlock” and agency Mediahub London (Best International Campaign (Non-US) Spending \$1 Million+)
 - 9) Subway: “Go Big, Go Subway” and agency EssenceMediacom (Best Use of Out of Home in Campaigns Spending Less Than \$500,000)
 - 10) Lunchables: “Lunchabuild This!” and agency Starcom (Best Use of Out of Home in Campaigns Spending \$500,000+)
 - 11) Nike: “Nike 50th Anniversary” and agency Wieden+Kennedy (Best Use of Social)
 - 12) Corona: “Native Sportscasters” and agency EssenceMediacom (Best Use of Voice)
 - 13) Amazon Prime Video: “The Boys Season 3: Not Safe For Work” and agency Rufus—powered by Initiative (Total Campaign \$10 Million+)
 - 14) Honest Eggs Co.: “FitChix” and agency Mindshare Australia (Best International Campaign (Non-US) Spending Less Than \$1 Million, total campaign \$500,000-\$1 Million)
 - 15) Frito-Lay Doritos: “Doritos Triangle Tracker” and agency OMD USA (Total Campaign \$5 Million-\$10 Million)
 - 16) Degree: “Degree Metathon” and agency Mindshare (Best Use of Alternative Media)
 - 17) Dove: “Toxic Influence” and agency Mindshare (Use of Branded Content/Entertainment in Campaigns Spending \$2 Million+)
 - 18) Whisper: “The Missing Chapter” and agency EssenceMediacom (Best Cause Marketing Campaign Spending Less Than \$1 Million)
 - 19) Puig: “Re-Programming Programmatic for Diversity” and agency Starcom (Best Use of Data)
 - 20) eBay: “eBay x ITV’s Love Island Partnership” and agency EssenceMediacom (Best International Campaign (Non-US) Spending \$1 Million+)
 - 21) Frito-Lay Flamin’ Hot Doritos and Cheetos: “Flamin’ Hot Snackable Screens” and agency OMD USA (Best Use of Mobile in Campaigns spending \$500,000+)
 - 22) Netflix: “Making Every Day a Dark Wednesday for Netflix” and agency Mediahub (Best Use of Native Advertising)
 - 23) Genesis: “Supply Chain Headaches? Algorithmic Cure” and agency Canvas Worldwide (Best Use of Programmatic)
 - 24) DoorDash: “Battle of the Brands” and agency Wavemaker (Best Use of Streaming Media/OTT)

Noteworthy quotes:

- “It’s not about making **BRANDED CONTENT**. It’s about making **GOOD CONTENT**.” —Todd Kaplan, CMO, **Pepsi**
- “If you want to create value, be audacious. Because average is going to come for free.” —Nick Law, Creative Chairperson, **Accenture Song**
- “Partnership is a multiplier. It’s a multiplier in terms of their business success and the brand success you can have together.” —Abbey Klaassen, New York President, **Dentsu Creative**
- “Success for them [clients] is success for us. Success for us is success for them.” —Vita M Harris, Global Chief Strategy officer, **FCB**
- “Prioritizing measurement and understanding the value of our marketing efforts, both in the short and long term, will pave the way for true effectiveness” —Matt Green, Director of Global Media, **WFA**
- “The community is disrupting the purchase cycle, from linear to an infinity loop.” —Sofia Hernandez, Global Head of Business Marketing, **TikTok**
- “Consumers aren’t addicted to ads; they are addicted to entertaining content. To deny that reality is to do so at your client’s expense.” —Kristen Cavallo, CEO, **MullenLowe and The Martin Agency**
- “It’s not about outsourcing creativity, it’s about bringing other collaborators/sparring partners into the process.” —Mark Whelan, Chairman and Chief Creative Officer, **Havas London**
- “The strength of relationships built on trust, collaboration, and shared vision differentiates a transactional service from a transformative partnership.” —Ara Hampartsoumian, Managing Partner, **The Observatory International**
- “Inclusive and accessible design is good design for everyone.” —Marie-Claire Barker, Global Chief People Officer, **GroupM**
- “Hiring an ad agency without a proper Agency Performance Management framework in place is like embarking on a cross-country road trip without a map or GPS.” —Dave Edwards, EVP Global Growth, **R3**

Major concluded global & multi-country media reviews H1 2023

From COMvergence, highlighting the major global and regional media pitches for the first half of 2023.



FINANCIALS: Driving efficient use of resources

The state of macroeconomic uncertainty in the industry, combined with a significant reduction of spend in tech, telecommunication, and financial sectors, had an impact on the financial performance of major holding companies, especially WPP, Dentsu, and IPG. All major holding groups significantly reduced their financial guidance for the full year. Profitability is still strong. Omnicom has the reputation of having the highest margins (around 20%) in the industry. Publicis Groupe is also having a great year based on net growth, organic growth, and profit margins.

- Per WARC, **global ad spend** will surpass \$1 trillion in 2024, an 8.2% increase YOY (\$963.5 billion in 2023). Five companies—Alibaba, Alphabet, Amazon, ByteDance (TikTok), and Meta (Instagram, Facebook, WhatsApp)—account for half (50.7%) of advertising revenue worldwide. Those five firms are expected to grow revenue by 9.1% in 2023 and 10.7% in 2024. Connected television is projected to grow by 11.4% this year and 12.1% in 2024. Financial services; technology and electronics; and pharma and healthcare are the fastest-growing sectors.
- California-based tech giant **Meta** reported that Facebook’s monthly active users (3.08 billion, or 38.4% of the global population) increased by 3% YOY. India has the most Facebook users at 314 million, followed by the US, Brazil, and Indonesia, which have 100+ million active users each.
- Digital advertising remains strong. **Amazon’s** ad services revenue rose by 22% YOY, reaching \$10.68 billion in Q2 2023, while total revenue for the company rose by 11%, to \$134.4 billion. Amazon attributed its strong performance to the introduction of more advanced machine learning and AI models, helping advertisers reach their target audiences with optimal cost efficiency and higher conversion rates as the industry moves away from third-party cookies.

- Per martechmap.com, there are 11,038 **martech solutions**—an 11% increase YOY. 689 companies were removed, a 7% churn rate, after being acquired, pivoting out of martech, or going out of business. Yet the rate at which startups launch consistently outpaces the exit rate.
- Per RightSpend, 71% of CMOs don’t think their **marketing budgets** are enough to deliver on their strategies.
- Per Forrester and its Ditch the Pitch report, US agencies spent \$12.5 billion on **client pitching**.
- A Capital A Group Company launched **Agencies.co**, a platform to buy and sell marketing and communication agencies. Sellers can choose to work with Agencies.co’s M&A team. The firm guarantees to find buyers, and agencies can list for free with no fees unless a deal closes.
- Per Ad Age, **political ad spending** is expected to reach \$11.5 billion in 2024, including \$5 billion in broadcast TV and \$1.8 billion in connected TV/streaming.
- Per Abintus and COMvergence, key takeaways from **2022 global and regional billing rankings and market shares:**
 - 1) 2022 total agency billings accounted for 60% of the global media spend of \$401 billion, 6.4% YOY growth
 - 2) Digital media billings added up to 48% of total agency billings for 2022 (vs. 43% in 2021)
 - 3) Local independent media agencies represented 2022 billings of \$25.5 billion, and Horizon Media (US) alone accounted for \$7.7 billion
 - 4) North America represented 39% of total billings
 - 5) OMD was the top media agency network worldwide with billings valued at \$22.5 billion, followed by Mindshare and Mediacom (with billings of \$22 billion and \$20 billion, respectively)

NEW ARTICLE

Hidden Costs of Changing Partners

Report reveals how to prevent astronomical costs of an agency review



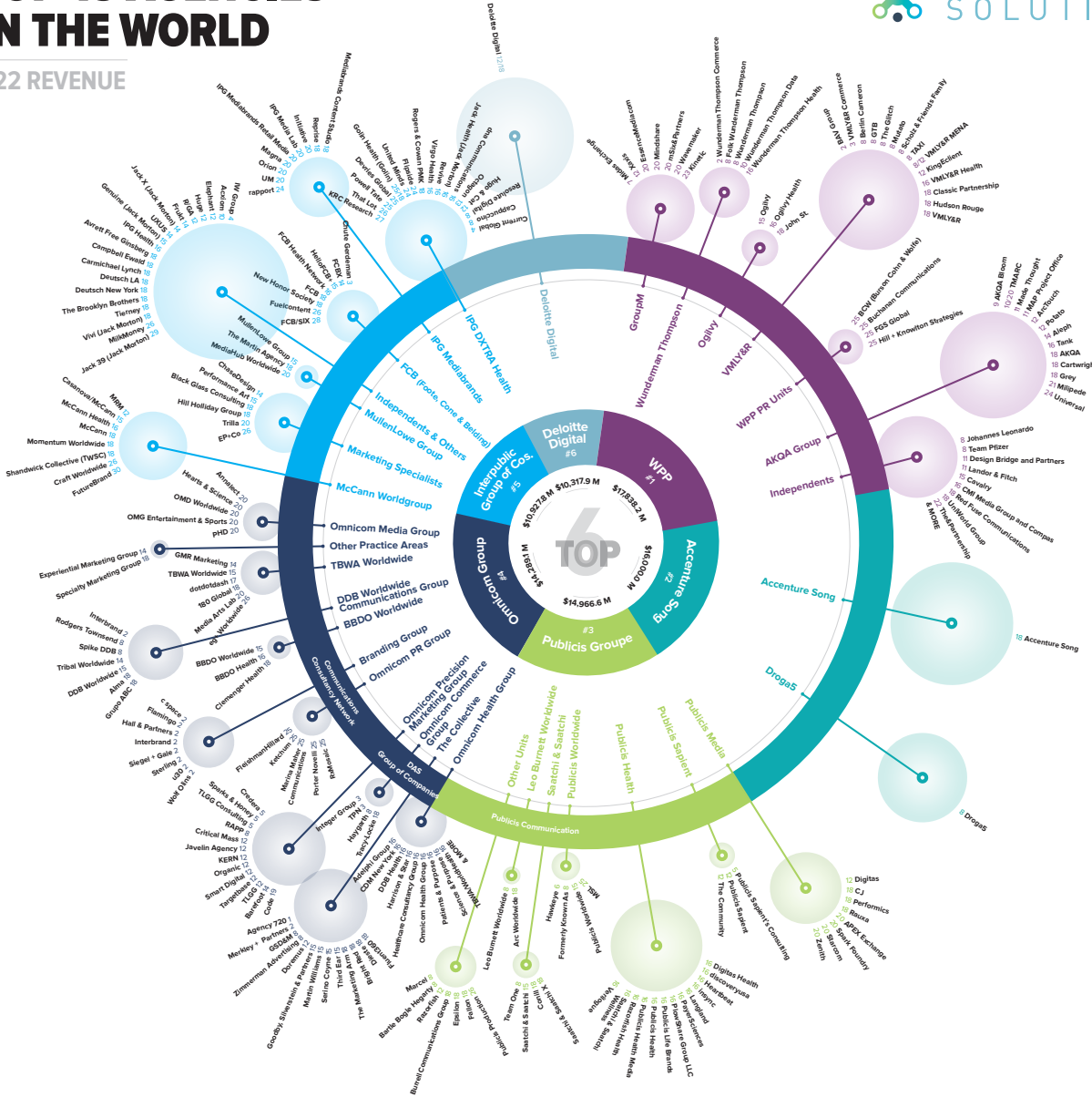
Check out our new article “[Hidden Costs of Changing Partners](#),” which discusses a recently released ANA report on how to prevent astronomical costs of an agency review.

Holding company financial performance:

- WPP** reported first-half revenue of £5.8 billion (\$7.4 billion), up 5.5%. Net organic growth for the first half was 2% globally while North America decreased 1.2%. The firm revised its 2023 forecast, expecting 1.5% to 3% growth, due to lower revenue from technology clients. H1 operating profit margin was 11.5%. 39% of revenue came from experience, commerce, and technology. GroupM, its media planning and buying agency, grew by 6.1%. Ogilvy performed well, supported by recent new business wins, including Verizon and SC Johnson. Efficiency benefits (annual run-rate of £450 million in efficiencies) were offset by investment in IT and higher severance costs. New business performance was solid with \$2 billion net new billings in H1—Maruti Suzuki (media), Pernod Ricard (creative), Reckitt (media), Beko (creative), and Costa Coffee (PR). The firm completed a few acquisitions: Goat and Obviously in the fast-growth area of influencer marketing and an investment in Majority, a diversity-led creative agency.
- Publicis Groupe** reported 3.23 billion euros in revenue (USD\$3.46 billion), up 5.4% YOY with organic growth of 7.1% for the second quarter of 2023. As a result, the holding company upgraded its growth guidance for the full year to 5%. Organic growth in Europe was 15.2%, 5.9% in LATAM, 2.6% in APAC, and 4.9% in North America. Data unit Epsilon grew by 6.8%, and digital transformation services provider Publicis Sapient grew by 5.5% during the period. Publicis Groupe reported that data and technology, media, and creative each contributed one-third of the company's revenue. The operating margin was 17.3%. Publicis Groupe announced full-year 2022 organic growth at 10.1% and net revenue up 20%. Epsilon and Publicis Sapient reported organic growth of 12% and 19%, respectively. The operating margin rate was 18%.
- Omnicom Group** reported revenue of \$3.6 billion for its second quarter 2023, up 1.2% YOY with organic growth of 3.4% (by discipline: 5.1% for advertising and media, 9.2% for experiential, 3% for healthcare, 2.3% for precision marketing, 2.4% for commerce and brand consulting, and 0.1% for public relations). Operating income reached \$550 million and the operating margin was 15.3%. Per Brian Wieser: "As the company reports revenues differently than every other major agency group—focusing on gross revenue, rather than net, which excludes pass-throughs—results are not directly comparable to peers, so further analysis is required to interpret their numbers" and "Excluding the 23% of Omnicom's 'revenue' that are essentially pass-throughs, adjusted margins actually rose from 20.1% to 20.4% during the quarter over last year."
- Interpublic Group** reported \$2.33 billion in revenue in Q2, a 2.3% decline. Organic revenue fell 1.7%, citing significant reductions in ad spending in the tech and telecommunications sector (tech clients made up 12% of IPG's net revenue). Although IPG's Media, Data and Engagement Solutions and Integrated Advertising and Creativity-Led Solutions segments performed poorly, the Specialized Communications & Experiential Solutions segment reported 3.7% organic revenue growth, thanks to the performance of its PR and experiential disciplines. Two of its digital agencies—R/GA and Huge—are in the midst of a "turnaround," which led to an increase in layoffs. Severance expense was high at 1.7% of net revenue. New business was decent, boosted by the expansion of its Pfizer account (considered the largest review of 2023), along with securing the US media account for pharmaceutical giant Bristol Myers Squibb (Mediabrand), Constellation Brands (Initiative), and Upfield (UM). IPG revised its forecast for full-year organic growth to be 1% to 2%.
- Dentsu Group** reported 258.8 billion yen for Q2, a 0.1% reduction YOY with organic net revenue declining by 4.7%. The operating margin was 8.7%, a 37.6% reduction YOY, as a result of net revenue decline in the Americas and APAC. Customer Transformation & Technology revenue grew 0.5% YOY in the first half, reaching 33% of group revenues. Dentsu finalized its acquisition of global digital production company Tag. Dentsu is moving toward its One Dentsu approach to foster greater simplification and integration, which is expected to streamline costs. The firm revised its 2023 forecast, expecting 1% to 2% growth.
- Stagwell** reported \$539 million in net revenue in Q2, a 3% reduction YOY but a small increase (\$17 million) over the first quarter of 2023. Organic net revenue fell 5%, mostly from Stagwell's digital transformation business and overall reduction of spend in the tech industry. Stagwell states that 25% of its revenue comes from transformative digital projects. Stagwell reported \$75 million in net new business in Q2. Stagwell Marketing Cloud (PRophet, ARound, etc.) saw its revenue grow to \$48 million. The firm also reduced its overall workforce by 4%, saving \$48 million. Stagwell revised its 2023 forecast, now expecting 2% net revenue growth.
- Vivendi-owned Havas** reported net revenue growth in the second quarter of 6.3% thanks to the performance of its Health&You (health communication) and media divisions. North America grew by 5.5%, Europe 2.4%, APAC 7.6%, and LATAM 30%. Havas launched its Havas Play in 14 countries, the international deployment of CSA, and the creation of the global content production network Prose on Pixels. The group has acquired four agencies in 2023 (Canada's Noise, Germany's HRZN, India's Pivot Roots, and the UK's Uncommon). Havas won 19 awards at Cannes Lions. Net revenue for the first half reached 1.3 billion euros, up 4.9%.

2023 TOP 15 AGENCIES IN THE WORLD

BY 2022 REVENUE



AREAS OF DISCIPLINE

- | | | |
|---------------------------------|-----------------------------|---------------------------|
| 1 Branding | 11 Design / Brand Strategy | 21 Mobile Gaming |
| 2 Brand Consulting + Experience | 12 Digital | 22 Multi-Disciplinary |
| 3 Commerce-related Services | 13 Event Marketing | 23 Out-of-home |
| 4 Communication | 14 Experiential | 24 Other |
| 5 Consulting | 15 Full-Service | 25 PR |
| 6 Content | 16 Healthcare | 26 Production |
| 7 Corporate Trading | 17 Innovation | 27 Research |
| 8 Creative | 18 Marketing | 28 Specialist Creative |
| 9 Cultural | 19 Marketing Science + Tech | 29 Sponsorship Consulting |
| 10 Data + Insight | 20 Media | 30 Strategy/Design |

NOTABLE CHANGES FROM 2021-2022

- Accenture Song jumped 2 rankings in 2022 (bumping Omnicom down ranks), resembling massive YOY growth and in part due to 2022 acquisitions: Romp, Jakarta and The Stable, Minneapolis
- Quad made the Top 15 list, landing at spot 11
- Year-end 2022 employment at WPP, Publicis, Omnicom, Interpublic and Dentsu is up 6.4% (AdAge)
- Deloitte Digital moved up a ranking in 2022, surpassing Dentsu
- Employment for U.S. ad agency jobs was at an all-time high in October 2022 (AdAge)
- Stagwell Inc. saw significant revenue growth in 2022, with its % change year over year up 14%
- 2022 U.S. agency revenue growth was up 9.9% based on agencies tracked in Agency Report (AdAge)
- Deloitte Digital experienced significant growth, in part due to various acquisitions including Madras Global, Awesol, TSLV, and The Working Group (TWG)
- VMLY&R, VMLY&R COMMERCE, and GTB merged to form VMLY&R MENA

Agencies listed are of particular note with a global reach, and do not capture the entire roster. Current as of September 14, 2023.

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AGENCY	2021 (Millions)	2022 (Millions)	% Change (yr over yr 2021)	% Change (yr over yr 2022)	Global HQ	Countries #	Employees #
1 WPP	\$17,610.5	\$17,838.2	12.1%	1.3%	London, UK	110	115,473
2 Accenture Song	\$12,500	\$16,000	17.4%	28%	NYC, USA	120	UNK
3 Publicis Groupe	\$13,890.3	\$14,966.6	10%	77%	Paris, FR	110	98,022
4 Omnicom Group	\$14,289.4	\$14,289.1	10.2%	0%	NYC, USA	100	74,200
5 Interpublic Group of Cos.	\$10,240.7	\$10,927.8	11.9%	6.7%	NYC, USA	100	58,400
6 Deloitte Digital	\$8,741.0	\$10,317.9	9%	18%	NYC, USA	>30	42,898
7 Dentsu Group Inc.	\$9,887	\$9,532.2	13.1%	-3.7%	Tokyo, JPN	145	69,066
8 Hakuhodo DY Holdings	\$7,525.1	\$7,395.8	15.2%	-1.7%	Tokyo, JPN	>29	27,912
9 IBM IX	\$6,385.3	\$6,809.2	15.2%	6.6%	Armonk, USA	UNK	UNK
10 Cheil Worldwide	\$2,897.8	\$3,305.2	24.2%	11.7%	Seoul, SK	45	6,819
11 Quad	\$2,960.4	\$3,217	UNK	8.7%	Sussex, USA	14	UNK
12 Vivendi's Havas	\$2,770.2	\$2,915.1	13.6%	5.2%	Puteaux, FR	100	21,908
13 Stagwell Inc.	\$2,224.3	\$2,687.8	6.6%	20.8%	NYC, USA	>34	13,200
14 Innocean Worldwide	\$1,306.8	\$1,363	25.9%	4.3%	Seoul, SK	17	3,322
15 Advantage Solutions	\$1,220.4	\$1,340	UNK	9.8%	Irvine, USA	>40	UNK

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Mergers and acquisitions (M&A) activity:

- Per Ciesco, 1,051 transactions were announced in the first half of 2023 in the **Technology & Media sector**, a 2% increase YOY and a 23% increase on H1 2021. Value of M&A deals are up 18% YOY. The most active categories were Digital incl. Agency, AdTech/MarTech, and Content & Production. PR & Communications demonstrated a 123% rise in deal volume. The US and the UK accounted for 50% of all activity, followed by France, Canada, Germany, Australia, and Japan, with a strong emphasis on corporate-led (strategic buyer) and PE-backed corporate acquisitions. Examples of H1 2023 acquisitions included Amp (by WPP) and Noise (by Havas Media).
- **DoubleVerify** acquired a digital campaign optimization firm, Scibids, for \$125 million, combining DoubleVerify's data with Scibids' AI technology, covering the media transaction end to end, from activation to measurement, and providing advertisers real-time campaign optimization without relying on third-party cookies.
- Omnicom's Media services division, **Omnicom Media Group**, acquired Outpromo and Global Shopper, two of Brazil's leading connected commerce and retail media agencies to offer clients a dedicated, end-to-end e-commerce and retail media performance agency in the Brazilian market.
- **Havas** acquired a majority stake (51%) in London creative boutique Uncommon Creative Studio. Uncommon was named Ad Age's International Agency of the Year in 2023. The agency's client list includes H&M, British Airways, Beats by Dre, Pinterest, and Nike Jordan.
- **Havas** acquired PivotRoot, an integrated digital marketing and martech agency in India, which will be integrated into Havas Media India in a move to strengthen the group's digital presence in the fast-growing market. The agency's client list includes Disney, Amazon Prime Video, and Unilever.
- **Stagwell** acquired New York-based marketing and design studio Tinsel Experiential Design, which will become part of Stagwell's Constellation agency network (72andSunny, Brand Citizens, The Harris Poll, Hecho Studios, Instrument, Redscout, and Team Enterprises) in a move to expand the network's experience in environmental design, 3D renderings, conference and corporate events production, and the B2B technology space. Stagwell has made thoughtful investments in response to the resurgence of experiential and immersive experiences, such as the development and growth of ARound, its shared augmented reality platform for large-scale venues, and Sport Beach, the first-ever hub at Cannes Lions dedicated to the cultural power of sport.
- London-based **Gravity Global** acquired 9thWonder, a full-service agency with proprietary approaches to media, data analytics, and creative execution, in a move to deepen the agency's global, data- and tech-enabled capabilities.

- Black-owned agency **A—B** acquired Avalanche Insights, a polling and civic research firm, to enhance the firm's offering to reach people of color, including research, strategy, and creative services.
- Carrefour Group and **Publicis Groupe** launched a joint venture, named Unlimitail, to address the booming retail media market in continental Europe, Brazil, and Argentina.
- **Dentsu Group** acquired German creative agency RCKT (with a focus on creative content, digital marketing, branding, user interface, customer experience, and communication strategy), which will join the Dentsu Creative network in a move to strengthen its presence in the German market.
- **Omnicom Media Group** acquired UK-based Ptarmigan Media, a specialist agency that provides media and marketing solutions to financial services brands. The London-based agency, with offices in Hong Kong, New York, Singapore, and Sydney, offers services including media planning and buying, market research, search, social, content, and creative.
- **Omnicom Group** acquired a majority stake in Hamburg, Germany-based creative agency Grabarz & Partner to further expand its leadership position in Germany. Clients include Deutsche Bahn, Ikea, Lidl, and Porsche. The agency has been recognized in Cannes Lions' Top 10 Independent Agencies of the Decade and among Campaign UK's The World's Leading Independent Agencies.

Noteworthy quotes:

- » “The AI Era will be different from the SaaS Era.”
—Scott Brinker, VP Platform Ecosystem, **HubSpot**, and Editor, **chiefmartec.com**
- » “Within an agency, the best ideas flock to the best clients. The best team members flock to the best clients. And the greatest velocity of work gravitates toward the best clients.”—Jared Belsky, CEO, **Acadia**
- » “Clients and their agencies should not be seen as merely transactional entities; they should be partners on a shared journey toward mutual objectives.”—Ara Hampartsoumian, Managing Partner, **The Observatory International**
- » “Relationships strengthen when both sides align on goals and understand the business imperatives. Extended payment terms have a negative impact on agencies—regardless of size.”—Marla Kaplowitz, President and CEO, **4A's**

AGENCY: Agency reviews and roster changes

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.

- Multinational skin-care company **Beiersdorf** kicked off a review of its global media business. All brands are in scope, including Nivea, Eucerin, Coppertone, and La Prairie. All major holding companies have worked for the brand and are expected to participate.
- **Bose** selected VaynerMedia London as its global brand AOR, Indie PMG as its performance media AOR, and market research agency Ipsos and Hill+Knowlton as analytics AOR following a review, replacing media incumbent WPP and other agencies. VaynerMedia will partner with the brand's in-house resources.
- Athletic footwear and apparel marketer **Brooks Running** selected Stagwell media agency Assembly as its paid media AOR for North America, following a review and replacing incumbent Cincinnati-based Empower. Assembly will handle programmatic, social, direct partnerships, video strategy, and execution.
- Brewer **Carlsberg** selected Dentsu-owned agency iProspect as its new media AOR following a review, replacing six-year incumbent Initiative. The agency will handle advertising and marketing campaigns across all markets. The brand selected iProspect for its strategic capabilities, creative thinking, innovative and data-driven approach to media planning, and impressive track record.
- Beer, wine, and spirits marketer **Constellation Brands** selected Initiative, part of IPG Mediabrands, as its new AOR for media in the US following a review, replacing incumbent independent Horizon Media.
- Berkshire Hathaway-owned brand **Duracell** selected Publicis-owned BBH as its lead creative agency in the US and VaynerMedia as its social AOR following a review, replacing seven-year incumbent indie Wieden+Kennedy. BBH will handle brand strategy and the creative platform, partnering with other key roster agencies (VaynerMedia, Citizen Relations, and media AOR EssenceMediacom).
- Reckitt's **Durex** brand selected Interpublic's McCann Worldgroup and MRM as global brand lead across Europe and the US, expanding McCann Worldgroup's scope with Reckitt (namely Lysol and Enfamil), replacing incumbent Havas. Havas remains on the agency roster.
- California-based **The Habit Burger Grill**, part of Yum! Brands, put its creative work up for review. The company previously worked with ad agency Party Land.
- Pernod Ricard's Irish whiskey brand **Jameson** selected WPP's Ogilvy as its global creative AOR following a review, replacing 20-year incumbent TBWA and Publicis New York. The agency will handle creative in the US, UK and emerging markets (South Africa and APAC).
- Global pharmaceutical technology company **Körber Pharma** selected WPP's Wunderman Thompson Germany as its global marketing communication lead following a review. The agency will lead all brand and B2B communication for the company.
- **Korean Air** selected Hyundai Group's Innocean USA as its media AOR following a review and expanding on the existing relationship between the brand and agency. Innocean already handles global creative.
- LA-based frozen snack brand **My/Mochi** selected independent NYC-based agency Terri & Sandy as its creative and strategic lead without a review.
- **Orangetheory Fitness** selected independent Mother LA as its new creative AOR following a review. The agency will collaborate with the brand's other AORs: Tombras (media) and Coyne (PR).
- Pizza chain **Papa Johns** kicked off a review of its creative account and US marketing agencies. The brand has been working with Havas Media (its media AOR) and Camp + King (its creative AOR) since 2019.
- Coffee marketer **Peet's Coffee** selected Mischief @ No Fixed Address as its new advertising AOR following a review. Sibling agency No Fixed Address media will handle media chores.
- **Principal Financial Group** selected Dentsu Creative as its creative AOR following a review, replacing incumbent TBWA\Chiat\Day Los Angeles. The agency will collaborate with the brand's media planning and buying AOR, OMD Prometheus. The agency will handle creative marketing across Principal's asset management, benefits, protection, and retirement and income solutions business.
- **Revlon Group** selected Horizon Media to be its media AOR for the US and Canada following a review. The brand previously handled the work in-house (after working with Initiative). The agency will support all media activities for the brand and its portfolio (Almay, Elizabeth Arden, and American Crew).
- **RoC Skincare** selected Gravity Road (of The Brandtech Group) as its TikTok AOR. The agency will handle strategy and execution of TikTok campaigns. The brand previously handled that work internally.
- Ticketing firm **SeatGeek** selected Slap Global as its creative AOR following a review, replacing Fig, the incumbent since 2021 (its first creative AOR). The newly appointed agency will collaborate with Wavemaker, the brand's media AOR.

- Jollibee Foods-owned burger chain **Smashburger** selected Partners in Crime as its new AOR following a review, replacing Partners & Napier, the incumbent since 2019. The agency will handle digital, research and strategy, brand campaign development, overall awareness, and tactical sales work.
- Inspire Brands-owned **Sonic Drive-In** kicked off a review of its creative business. The account has been handled by independent Mother's Los Angeles office since 2019.
- Drinkware brand **Stanley** selected Omnicom-owned agency GSD&M as its first TikTok AOR. The brand previously worked with the agency on a project basis. The agency will handle TikTok strategy and video creation and support the brand, which manages influencer partnerships in-house.
- Illinois-based insurer **State Farm** expanded its agency roster by adding Chicago-based independent shop Highdive. The brand will continue to work with Omnicom-owned shop The Marketing Arm, its brand creative AOR since 2019.
- Casual dining chain **TGI Friday's** selected Stagwell-owned Crispin Porter + Bogusky as its creative AOR following a review.
- Discount chain **TJ Maxx** selected IPG's McCann as its creative advertising lead agency following a review. The agency may join a roster that includes incumbent MullenLowe Boston. The win marks the expansion of McCann's existing relationship with TJX (owner of TJ Maxx).
- Hardware giant **True Value** selected Chicago-based Laughlin Constable as its AOR. The brand previously handled the work in-house. The agency will handle branding, creative and media strategy, and media buying at a later point.
- Intuit's **TurboTax** selected IPG creative agency R/GA following a review, replacing incumbent Wieden+Kennedy. The agency will handle strategy and execution across all channels, including TV, digital, audio, social media, sponsorships, and activations. The agency will collaborate with Intuit's media strategy, planning, and buying AOR, Wieden+Kennedy.
- Sportswear brand **Under Armour** selected OMD Worldwide as its global media AOR following a review, replacing incumbent Publicis Media. The agency will handle both traditional and digital media planning and buying across the Americas and EMEA, including France, Germany, and the UK.

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Agency roster summary:

COMPANY LOGO	CLIENT	INCUMBENT	CHANGE/SCOPE	FOCUS AREA	NEW AGENCY	REVIEW?
	Beiersdorf	Various Agency Holding Companies	Media	Global	IP	IP
	Bose	WPP & Others	Brand AOR	Global	Vayner Media London	Y
	Bose	WPP & Others	Performance Media AOR	Unk	Indie PMG	Y
	Bose	WPP & Others	Analytics AOR	Unk	Ipsos, Hill+Knowlton	Y
	Brooks Running	Empower	Paid Media AOR	North America	Assembly	Y
	Carlsberg	Initiative	Media AOR	Global	iProspect	Y
	Constellation Brands	Horizon Media	Media AOR	US	Initiative	Y
	Duracell	Wieden+Kennedy	Creative Lead	US	BBH	Y
	Duracell	Wieden+Kennedy	Social AOR	Unk	Vayner Media	Y
	Durex	<i>Expanding Work Beyond Havas</i>	Brand Lead	US & UK	McCann Worldgroup, MRM	Unk
	The Habit Burger Grill	Party Land	Creative	Unk	IP	IP
	Jameson	TBWA, Publicis New York	Creative AOR	Global	Ogilvy	Y
	Körber Pharma	Unk	Marketing Communication Lead	Global	Wunderman Thompson Germany	Y
	Korean Air	Unk	Media AOR	US	Innocean	Y
	My/Mochi	Unk	Creative and Strategic Lead	Unk	Terri & Sandy	N
	Orangetheory Fitness	Tombras <i>Maintains Media AOR</i>	Creative AOR	US	Mother	Y
	Papa Johns	Havas Media	Media AOR	US	IP	IP
	Papa Johns	Camp + King	Creative AOR	US	IP	IP
	Peet's Coffee	Cutwater	Advertising AOR	Unk	Mischief @ No Fixed Address	Y
	Peet's Coffee	Unk	Media Lead	Unk	No Fixed Address Media	Y
	Principal Financial Group	TBWA\Chiat\Day	Creative AOR	Unk	Dentsu Creative	Y
	Revlon Group	None	Media AOR	US & Canada	Horizon Media	Y
	RoC Skincare	None	TikTok AOR	Unk	Gravity Road	Unk
	SeatGeek	Fig	Creative AOR	Unk	Slap Global	Y
	Smashburger	Partners & Napier	AOR	Unk	Partners in Crime	Y
	Sonic Drive-In	Mother	Creative	Unk	IP	IP
	Stanley	None	TikTok AOR	Unk	GSD&M	Unk
	State Farm	<i>Expanding Work Beyond The Marketing Arm</i>	Creative	Unk	Highdive	Unk
	TGI Friday's	Unk	Creative AOR	Global	Crispin Porter + Bogusky	Y
	TJ Maxx	<i>Expanding Work Beyond MullenLowe</i>	Creative Advertising Lead	Unk	McCann	Y
	True Value	None	AOR	Unk	Laughlin Constable	N
	TurboTax	Wieden+Kennedy	Creative Lead	Unk	R/GA	Y
	Under Armour	Publicis Media	Media AOR	Global	OMD Worldwide	Y