

Industry Update

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

January - February 2024 | Volume 74



In this issue:

TALENT



Securing the right talent and resources

Per Dentsu's 2024 Media Trends Report, AI has the potential to "lead a period of growth for media and a new golden age of creativity." AI continues to... [continued on pg. 2](#)

WORK AND PERFORMANCE



Driving better work, stronger performance, and value from the partnership

AI is not only impacting talent, but it's also changing how work is done. There is no better way than... [continued on pg. 7](#)

FINANCIALS



Driving efficient use of resources

Holding company Dentsu updated its global advertising forecast, conservatively projecting 4.6% spending growth in 2024 to \$752.8 billion, bolstered by... [continued on pg. 9](#)

AGENCY



Agency reviews and roster changes

Insurance and asset management giant **Allianz Group** selected GroupM as its global media AOR. GroupM's EssenceMediacom retains its... [continued on pg. 10](#)

ARTICLE



ARTICLE: Why the pre-bid meeting is crucial Contributed by Advertising Production Resources (APR)

While there are many important steps in the creative production... [continued on pg. 8](#)

EXECUTIVE SUMMARY: January - February recap

January and February are often characterized by technological innovation as CES is followed by advertising brilliance during the Super Bowl. There is no better way to start 2024 than being inspired by these two epic events, which are stunning illustrations of where the advertising industry is heading.

"The beginning of a beautiful relationship between humans and machines" —that's the title of a recent Campaign US article about CES 2024. There is a clear desire to incorporate AI as a non-threatening technology into consumer and advertising experiences. CES was a peek at what is possible, from transparent televisions to new AI applications to consumer robotics, and more.

Brands and agencies eagerly attended the event, anticipating how these technologies could augment their existing brand building or performance-based efforts. Super Bowl LVIII was also a crying success, with a sold-out advertising inventory despite CBS's \$7 million price tag for a 30-second unit spot.

Advertisers—BMW, Coors Light, Doritos, M&M's, Oreo, Reese's, TurboTax, Uber Eats, and many others—rushed in to take advantage of one of the most popular TV events of the year, with over 115 million viewers estimated in the US.

What else is happening in advertising? Let's take a closer look.



Bruno Galpois
Co-Founder and Principal,
Agency Mania Solutions

TALENT: Securing the right talent and resources



Per Dentsu's 2024 Media Trends Report, AI has the potential to "lead a period of growth for media and a new golden age of creativity." AI continues to dominate conversations at major industry events, from Davos to CES. If AI is to profoundly alter the way business is conducted, it's also naturally poised to transform how marketing and advertising are produced, managed, and continually optimized. AI is now applied to a wide range of disciplines as well as throughout the entire advertising process, from ideation to reporting. It is such a hot topic that the distinguished 4A's recently issued a perspective offering high-level guidance on generative AI for the agency community summarized by the acronym PICA: Participate, Incubate/Investigate, Collaborate, Accelerate. Gearing up for change is the call to action. And it has been heard loud and clear.

- Per Ad Age, top **CMO issues/concerns in 2024** are: Economic uncertainty; the rise of AI in marketing; the CEO/CMO divide and growing disconnect; challenges in work-from-home and in-office balance; organizing talent; and navigating a tense geopolitical landscape.
- Per marketing matchmaker Setup and its 2023 Marketing Relationship Survey, 55% of brand advertisers were considering a **change of agency** in the next six months (vs. 38% in 2022 and 30% in 2021). Among primary drivers:
 - 1) "Dissatisfaction with value"
 - 2) "Dissatisfaction with delivery"
 - 3) "Change in the agency's personnel"
- Per Mercer Island Group, the **client-agency "readiness for a great year" checklist** includes: Vows, SOW Alignment, Marketing Calendar, Workflow, Briefs, Rolling 30/60/90 Work Plan, Top-to-Top Call, the "Must See" Call, Inter-Agency Team (IAT), Client/Agency 360, Annual MSA Review, Annual Plan Briefing, Target Audience Learning Plan, Approval Processes, Business Conversations, Business Need Alignment, Training Plans.
- Per Ad Age, **top account reviews in 2023** included Uber, Geico, Kimberly-Clark, Verizon, Constellation Brands, and BMW. The biggest review was Pfizer, with Publicis as the integrated global engine and Interpublic Group of Cos. (IPG) as lead creative partner for a brand spending \$2.8 billion on worldwide advertising. Other noteworthy reviews: Amazon (media), BMW (media, from IPG to Omnicom), Constellation Brands (media, from Horizon Media to IPG's Initiative), Geico (media, from Horizon Media to IPG's Mediabrands), General Mills (media, from WPP GroupM Mindshare to IPG's UM), Kimberly-Clark (media, from WPP GroupM Mindshare to Publicis and its bespoke unit K-C One), Kraft Heinz (media, from Publicis Media's Starcom to Dentsu's Carat), Papa Johns (media with Dentsu's Carat and creative with The Martin Agency), Popeyes (creative with McKinney), Uber (media, from WPP GroupM's Mediacom to Omnicom Media Group), Verizon (creative, from IPG McCann to WPP Ogilvy).
- Per Mercer Island Group, a **CMO checklist before running an agency review**:
 - 1) Be certain a change is warranted
 - 2) Make sure the business need is defined
 - 3) Assign a process leader
 - 4) Create a plan
 - 5) Carve out the necessary resources
 - 6) Match your timeline with the business calendar
 - 7) Define the scope, deliverables, and budget
 - 8) Socialize the change internally
 - 9) Update your MSA
 - 10) Brief your team
- Per ID Comms, three top tips for **better agency engagement in a pitch**:
 - 1) Engage agency leadership early
 - 2) Invest time in a high-quality pitch brief
 - 3) Get aligned as a team
- **Pile and Company** published a breakout of their 2023 agency searches on behalf of brands:
 - 1) Restaurants (31%)
 - 2) Financial services (19%)
 - 3) Athletics and sporting goods (14%)
 - 4) Consumer services (6%)
 - 5) CPG/Food (6%)
 - 6) Healthcare (6%)
 - 7) Home furnishings (6%)
 - 8) Manufacturing (6%)
- "How can your agency avoid the canceled pitch?" asks **The Drum**. In light of agencies spending large amounts on pitching, and then a third of pitches being canceled, The Drum launched a guide on responding to reviews responsibly. The guide has actionable templates to help agencies: 1. Qualify the opportunity, 2. Educate the client, 3. Transfer the liability in any pitch situation.
- **Microsoft** expanded its collaboration with Omnicom to include access to audiences across the Microsoft Advertising Network through the Microsoft Advertising solutions and inventory within Omni, its marketing platform.
- **BMW of North America** consolidated its creative, digital, CRM, and social media activities for BMW, Mini, and BMW Group Financial Services under one roof at Omnicom Group. The move effectively creates a multidisciplinary, cross-functional team to support all aspects of BMW of North America marketing in an effort to create synergies, streamline, and increase speed. Omnicom has experience in that area: It did something similar by forming a dedicated agency unit for Mercedes-Benz in 2021 called Team X.
- Independent agency **Mojo Supermarket** named itself as its own social AOR, in a parody of a trade press announcement. The agency jokingly created a fake news website, "AdRage," full of humorous content.

New agencies or capabilities, restructurings, and reorganizations:

- Ad Age highlighted **several agencies that launched** in 2023: creative agency **Bandits & Friends**, Latino agency **Creyentes**, cultural agency **Culture+ Group**, diversity-owned agency **Ink-Mgmt**, and advertising collective agency **Murder Hornet**.
- **WPP** launched a new unique index, designed by BAV®, demonstrating that brands that invest in creative capital can provide more than 2x the average shareholder return.
- **IPG** launched a flagship innovation hub, called “The IPG Innovation Dock,” in Brooklyn Navy Yard’s Dock 72, a new office building specifically constructed for companies that thrive on innovation, creativity, and design. The IPG Innovation Dock is initially anchored by agencies Huge and R/GA, and teams have a range of complementary specialist capabilities in areas such as commerce, experiential, consulting, and design.

AI (artificial intelligence):

- The **4A’s** released a white paper about what it refers to as major technology disruption—AI. The 4A’s “Perspective on AI” can be summarized by the acronym PICA: Participate (get involved—now), Incubate/ Investigate (scrutinize tools, formalize staff training, and lay foundations for operationalization), Collaborate (augment human skills with generative AI and ensure holistic, cross-functional thinking), Accelerate (plan, operationalize, and scale). 4A’s also released a “crash course” on AI called “Navigating the Nuances of Artificial Intelligence,” which includes a wealth of resources.
- The **New York Times** filed a copyright infringement lawsuit against Microsoft and OpenAI, the creator of ChatGPT, claiming that OpenAI copied millions of its articles to train its language models that power ChatGPT and Microsoft Copilot without the Times’s permission or any content agreement. Microsoft previously announced a Copilot Copyright commitment for customers using its products infused with AI.
- Per Ascend2, the **top challenges for using AI** are: Lack of expertise (45%), Ethical and privacy concerns (34%), Budget constraints (33%), Data quality and accessibility (33%), Measuring ROI and performance (28%), Resistance to change (27%), Integration issues (25%). **Main benefits** potentially to be gained from AI: Increased efficiency (57%), Improved targeting (46%), Automation of repetitive tasks (40%), Better insights from data (39%), Enhanced customer experience (32%), Competitive advantage (27%).
- The proposed **AI Foundation Model Transparency Act**, introduced in the US House in December 2023, would direct the Federal Trade Commission, alongside the National Institute of Standards and Technology and the White House Office of Science and Technology Policy, to create standards for transparency in training data for algorithms used in AI tools.
- Per Dentsu, 91% of CMOs believe AI is the future and not a fad. Per Gartner, 80% of top creative roles will have a bigger mandate around **generative AI** to realize “differentiated results” by 2026. 60% of CMOs plan to employ tools like content-authenticating technology and user-generated content to protect against AI-related pitfalls.
- Per **Ascend2**, 15% of marketers are putting AI to extensive use in their marketing, and 51% are putting it to some use. 17% are not yet using it but plan to, and 17% have no such plans. Only 25% of users claim they are very successful at using AI, and 50% say they are somewhat successful. 24% say they are unsuccessful. 48% are somewhat likely to increase their investment over the next 12 months, and 29% are very likely to do so.
- **Havas** expanded its partnership with Adobe, transforming the agency’s end-to-end content workflows and paving the way for a smarter and more responsible content supply chain, leveraging Adobe GenStudio. The collaboration will enable all Havas agencies to leverage Adobe generative AI, giving them direct access to Adobe Firefly and Adobe’s family of creative generative AI models and to more efficiently deliver content and personalized customer experiences that are designed to be safe for commercial use.
- **NBCUniversal** launched a new AI-based solution, called One Platform Total Audience, which automates planning across its linear channels and streaming platforms via a single audience-based buy and buying across linear and streaming TV.
- Independent Paris-based agency network **Fred & Farid** launched a global production studio, [AI]magination, a joint venture between Fred & Farid’s Shanghai and Los Angeles offices to work on AI-driven marketing campaigns.
- **Pereira O’Dell** launched a platform built for simulating conversation with consumers, powered by OpenAI’s GPT-4 model, called Insights Machine. The consumers are artificial personas to resemble a brand’s target audience, effectively creating AI-generated focus groups.
- **Microsoft’s Retail Media Creative Studio** launched a generative AI solution to produce banner ads from text inputs and product URLs in seconds, test them to collect performance data, and optimize them in real time.
- Per MessageGears and Ascend2, **AI-driven automation** will yield significant cost savings (32%) and contribute in crucial ways to their future marketing strategies (61%). AI is most helpful when determining which customers are most likely to make a purchase (53%) or when determining the channel most likely to convert customers (50%).

In-house agencies:

- **2023 In-House Agency of the Year** was Tonic by Highmark Health, per the In-House Agency Forum. Tonic handles production, broadcast, print, social, mobile, and media, and expanded its production capability to include videographers, motion designers, and digital designers. Finalists included Norwegian Cruise Line and its in-house Rebel Fish Creative Group and PepsiCo and its in-house Content Studio.
- **Kimberly-Clark** continued its ad-tech in-housing efforts in a phased approach, starting with ad verification, demand-side platforms, paid search, and ad server and dynamic content optimization.

Responsible advertising (diversity and inclusion, environment, etc.):

- Per Ad Net Zero, only 35% of agencies have set science-based **net zero targets** and 54% have set certain near-term targets.
- The **Institute for Advertising Ethics**, an independent nonprofit educational foundation, launched certification programs for advertising professionals through a diversified advisory council that unifies industry north stars, government agencies, civil society, and leading academic institutions.
- Ad leaders launched **Blackweek**, a conference organized by Black and Latino leaders motivated to address the state of industry diversity by solving brand issues and focusing on media, creativity, healthcare, and private equity.



AGENCY MANIA™
SOLUTIONS
Strategic Partnerships Delivered.

Industry Updates

Looking ahead to 2024:

How the trends and news of 2023 will impact us this year.

“
The best predictor of the future remains the past.
This concise annual review offers an exhilarating glimpse into what lies ahead for us.
Step in and take a good look.”

Bruno Gralpois
Co-Founder & Principal
Agency Mania Solutions

Check out our newly consolidated **Industry Update summary** for 2023. Our booklet not only presents a thorough recap of 2023's pivotal moments, but also acts as a guide to the year ahead, supplying you with insights into what 2024 may bring to the dynamic world of advertising.

Noteworthy quotes:

- » “Simplicity will be at the heart of agency evolution.”
—Jon Cook, Global CEO, **VML**
- » “Brands are seeking to streamline and consolidate agency services and relationships.”
—Chris Copacino, Executive Director of Business Development, **Copacino Fujikado**
- » “AI will shift from an experimental trend to an essential tool embedded within the art and advertising world. It’s a force multiplier that will allow creatives to explore new paths and open new lanes of opportunity.” —Rob Kottkamp, Chief Creative Officer, **Partners + Napier**
- » “The boutique-ification of the industry will continue—not just for creative agencies, but also for media ones that understand how to serve up campaign work in ingenious ways.” —Micky Ogando, President and Chief Creative Officer, **Bakery**
- » “AI will become the tool, not the point; the means, not the end. We’re already using it for ideation and pitches, and we’re just scratching the surface of what it can enable.” —Stevie Archer, Chief Creative Officer, **SS+K**
- » “It’s not the agency, it’s the people at the agency that make a difference and will go above and beyond for you.” —Simon Mouyal, CMO, **CyberArk**
- » “With all the emphasis on artificial intelligence, marketers will yearn for real intelligence. Powered by seasoned humans who can make fast, smart decisions on where best to spend and how best to creatively connect with their customers.”
—Kamran Asghar, CEO, **Crossmedia**
- » “Organizational creativity, once elusive, has recently become measurable through AI-driven data capture and is now a valuable source of capital.”
—Lisa De Bonis, Global Chief Product Officer, **Huge**
- » “There’s a big dragon arriving in our industry, and we’ve clumsily tried to climb up on the dragon instead of staying on the earth and looking at it flying away. So, yes, it’s clumsy, but at least we’re on the dragon.” —Frédéric Raillard, Founder, Chief AI Officer, **[Ai]magination**
- » “2024 is going to be loud. Very, very loud. Those who decipher how to be heard, despite the noise, will succeed.” —Marissa Nance, CEO and Founder, **Native Tongue Communications**
- » “The experience of talking to the data is the result.”
—P.J. Pereira, Co-Founder & Creative Chairman, **Pereira O’Dell**
- » “You pitch the agency before they pitch you.”
—Tom Denford, CEO, **ID Comms Group**
- » “ChatGPT era means basics and average (strategy, creative, design, insights) are FREE. Fast research for manifestos, straplines, headlines & scripts, jingles, logos and design-in-a-box. Anyone can now get in seconds what used to take hours or days. In the past, even average cost money. Is free good? I never trusted that free is truly free. There were always strings attached. Today, free = mediocrity.”
—Matt Weiss, Global President, **Huge**
- » “Generative #AI can completely reshape the marketing industry as we know it. If we want to embrace change, we have to find ways to make AI work for us—not against us!” —Alyson Griffin, Head of Marketing, **State Farm**
- » “To be a better agency, be the best part of the client’s day. Agencies have the ability to bring positivity to a relationship. While ideas are important, people are more important. Value the people that are on the team.” —Brad Audet, CMO, North American Operations, **Mazda**
- » “Agencies need to marry the analytical and strategic capabilities of the strategy consulting firms with their own strong media, creative and technological capabilities.” —Michael Farmer, Chairman/CEO, **Farmer & Company**

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**

**You need reliable,
ation.**

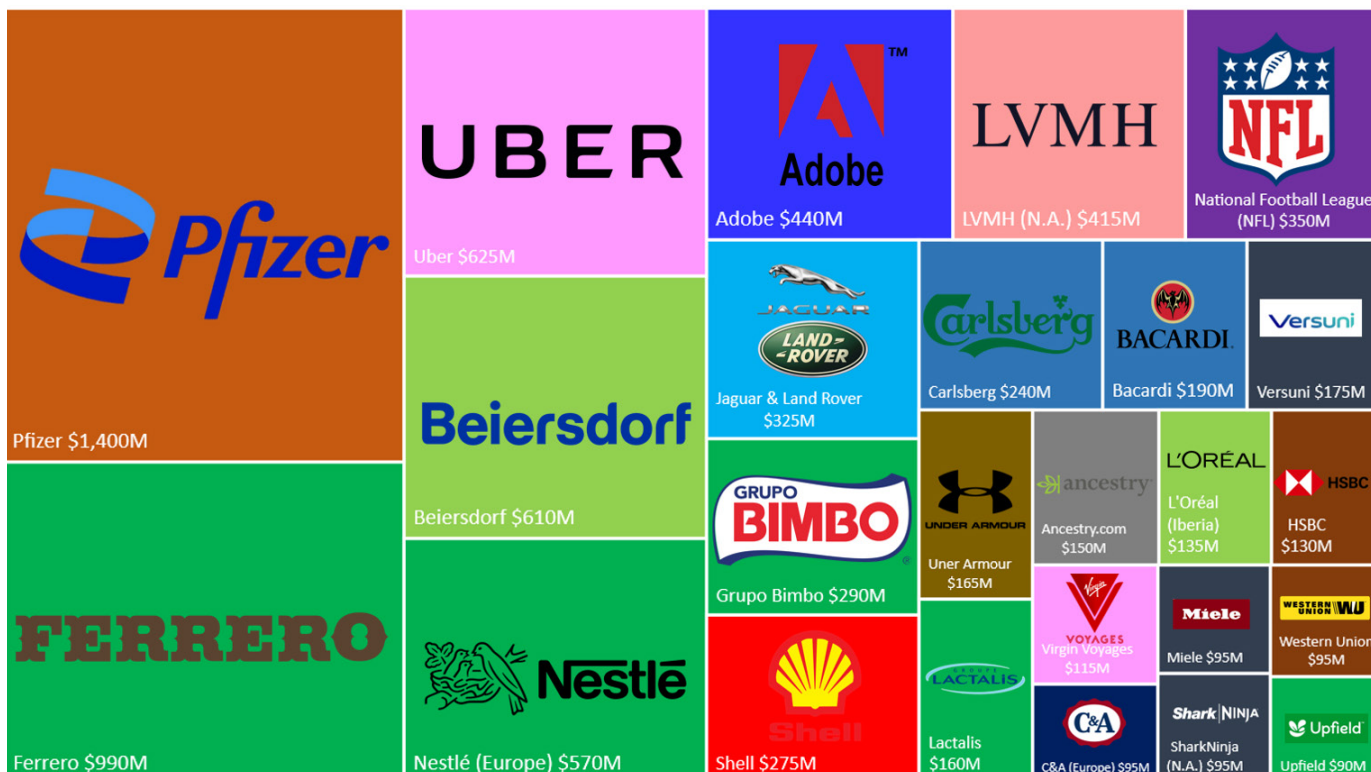


Company profiles:

- **Culture+** is a woman- and minority-owned (Hispanic) agency bringing under one roof the discipline of big consulting and the sophistication of tech and AI, combined with the creativity of agencies, to unlock the power of culture in business. Located in Miami and Irving, Texas, the agency includes AI-powered research (Human Dot Plus), shopper and experiential (The Choice+), and inclusive strategy and marketing (CIEN+ and CIEN+ Health). The family of independent companies, including CIEN+, CulturlIntel, and The Choice+ offer proprietary research, strategy, training, and marketing solutions uniquely designed to better understand, reach, and accelerate growth with diverse markets. The agency’s tagline is “Driven by data, inspired by culture.” Clients include Pfizer, GSK, Johnson & Johnson, and UHG.

- **Prose on Pixels** is a Havas-owned, London-based global content and production agency at scale, focused on audience-first production. It launched in June 2023 as a consolidated production offering across Havas’s global networks, focused on an AI-powered “audience first” model (scope definition, craft enhancement, measurement, and optimization). Capabilities include origination (bespoke film and photographic content), video (offline and online editing, animation, and motion design), print (press, retail, point of sale, outdoor), digital (e-commerce, apps, UX/UI), audio (podcasts, VO, radio spots, and sound design), dynamic (creative optimization and automation), and language services. Prose on Pixels has more than 500 staff in 13 locations.
- **Quality Meats** is a Chicago-based, project-driven creative house centered on disruption (“Nobody cares what you have to say. People literally go out of their way to avoid ads”) and built like a production house. The agency provides services ranging from brand strategy, creative, production, and communication strategy from its Chicago and Austin offices. Clients include Kimberly-Clark’s Huggies, blockchain bank CoinFlip, Regal Cinemas, DoorDash, and Saxx Underwear. Samsung recently selected Quality Meats as its creative AOR for its home entertainment business in the US. The agency was 2023 Ad Age Small Agency of the Year, only three years after opening its doors.

Per COMvergence, OMD came out as the top global media agency network in the first three quarters of 2023, with a total new business value of more than \$1.4B, thanks to the largest number of new client wins (\$1.5B, from Bacardi, Beiersdorf, Bimbo, and Uber). Wavemaker ranked second by scoring a total new business value of more than \$1.3B after retaining about \$1B in billings (from marketers such as Huawei and Xiaomi in China and Adobe in the US). PHD and Hearts & Science follow with a total new business value of \$964M and \$913M, respectively. Global and multi-country reviews concluded in Q1–Q3 2023 and resulted in a total of \$9.5B. Among the major reviews:



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



AI is not only impacting talent, but it's also changing how work is done. There is no better way than attending CES to find out about new technologies, new ways to engage consumers, and new marketing capabilities. It's where the world's leading brands, advertisers, media platforms, and content creators meet to make deals and showcase tech shaping the industry. CES 2024 had 2.5 million net square feet of exhibit space across 12 official venues in Las Vegas. More than 150 countries were represented, and 311 of the Fortune Global 500 attended to hear about 41 different technology categories (e.g., 5G, Artificial Intelligence, Augmented & Virtual Reality, Digital Health, Cryptocurrency and NFTs, Fitness & Wearables, Food Technology, Gaming & Esports, Robotics & Drones, Smart Cities, Smart Home, Vehicle Technology, Web3 & Metaverse).

Per Ad Age, the **top 15 fastest-growing brands in 2023** were:

- | | | |
|------------|--------------|-------------|
| 1) Airbnb | 6) Adobe | 11) Prada |
| 2) Porsche | 7) Microsoft | 12) Allianz |
| 3) Hyundai | 8) LinkedIn | 13) BMW |
| 4) Ferrari | 9) Red Bull | 14) Lego |
| 5) Sephora | 10) Sony | 15) Zara |

Per Adweek, the **best 2023 ads** were:

- 1) Barbie/Mattel | "Pink Billboard" (in-house)
- 2) McDonald's | "Grimace's Birthday" by Wieden+Kennedy New York
- 3) Apple Music | "Run This Town" — Super Bowl 2023 (in-house)
- 4) Tubi | "Interface Interruption" by Mischief @ No Fixed Address
- 5) Channel 4 | "Idents 2023" by 4Creative
- 6) Ikea | "Proudly Second Best" by David Madrid, Ingo & Ogilvy
- 7) Tinder | "It Starts With a Swipe" by Mischief @ No Fixed Address
- 8) Canal+ | "The Secret of Wakany" by BETC Paris
- 9) Ocean Spray | "Power Your Party" by Orchard
- 10) Squarespace | "The Singularity" (in-house)
- 11) Levi's | "Greatest Story Ever Worn" by Droga5 NY
- 12) Hilton Hotels | "The Ad You Stay In" by TBWA\Chiat\Day NY
- 13) Uber | "Best Friends" by Mother London
- 14) Nike | "What the Football" by Wieden+Kennedy Portland, Amsterdam, Shanghai
- 15) Harry's | "Feel Good, Fellas" by The Or
- 16) Stella Artois | "The Artois Probability" by Gut Buenos Aires
- 17) Meow Wolf | "Come Find Yourselfs at the Mall" by Preacher
- 18) Liquid Death | "F**k Whoever Started This" (in-house)
- 19) Steak-umm | "DeepSteaks" by Tombras
- 20) Fiat | "Operation No Gray" by Leo Burnett Italia

- **Burger King Brazil** launched a bold and humorous interactive experience for the December holidays called "Hangover Whopper" with its agency DM9. It uses facial recognition to provide coupons based on how hungover consumers are.
- Per Dan Eisenberg, CMO of Blue Chip, brands should implement **30-day RFPs**:
 - 1) Investigate up front
 - 2) Chemistry first
 - 3) Keep briefs brief
 - 4) Reduce spec work
 - 5) Get granular on scope
- Per The Martin Agency, **humor** makes up only 10% of ads today and yet accounts for more than 50% of the most effective ads. 91% of consumers prefer brands to be funny, and 72% say that compared to the competition, they'd choose a brand that makes them laugh.
- Independent New York-based agency **Anchor Worldwide** launched a set of humorously imaginative "Admojis" —50 emojis designed for agency executives to convey messages on a diverse range of topics and phrases such as "Does it have legs?" or "What will the client think?"
- **KMPG** released its annual **Customer Experience Excellence Report**, titled "The great balancing act," which advocates for creating differentiated CX with human and AI interactions, providing practical advice for companies that want to orchestrate outstanding customer experiences with both empathy and automation.

Awards:

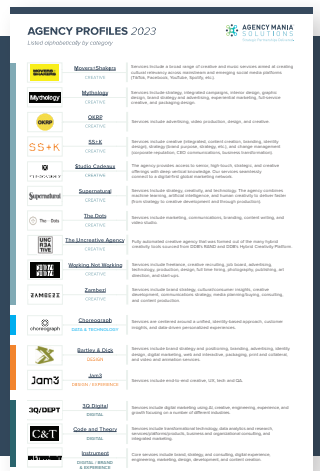
- Per Ad Age, the **five best marketers of 2023** were:
 - 1) Mattel (for its Barbie movie and long-tail marketing strategy and activation campaigns)
 - 2) Taylor Swift (for her Eras Tour ticket sales, which exceeded \$1 billion, making it the highest-grossing concert tour of all time)
 - 3) Nintendo (for expanding beyond games and into movies and entertainment with The Super Mario Bros. Movie, which generated \$1.36 billion worldwide)
 - 4) Major League Soccer (for landing a 10-year, \$2.5 billion deal to broadcast all MLS matches through Apple TV and setting up large corporate sponsorship deals)
 - 5) Olipop (TikTok-famous soda brand challenging beverage giants Pepsi and Coke using social media)
- **Apple** won the 2023 Emmy for Outstanding Commercial for its accessibility-focused campaign called "The Greatest," created by Apple's in-house marketing team. The spot previously won the Entertainment Lions for Music Grand Prix at Cannes Lions.
- Per Adweek, **Jack Morton** was awarded 2023 Experiential Agency of the Year, highlighting the following capabilities: using live activations to present purpose, building long-term customer connections, and making experiential mainstream.

- At the 2023 Clio Sports Awards, **Adidas** won four Grand Clios: two with TBWA\London for “The Official Leak of the World Cup Kits,” one with Johannes Leonardo for “Remember the Why,” and another with TBWA\Hakuhodo for “The Unofficial Launch.” **Anheuser-Busch’s Michelob Ultra** and FCB New York picked up three Grand Clios for “DreamCaster.”
- MediaPost awarded IPG Mediabrands’ **Kinesso** as the 2023 Media Agency of the Year. Also per MediaPost:
 - Holding Company of the Year—Omnicom
 - Independent Agency of the Year—Acadia
 - Creative Agency of the Year—OpenAI
 - Search/Performance Marketing Agency of the Year—iProspect
 - Client of the Year—E.L.F. Beauty; Supplier of the Year—OpenAP
- Per Ad Age’s **2023 Healthcare Marketing Impact Awards**, the following campaigns were awarded:
 - Village Medical, “The New Way to Well” (Best in Show)
 - Area 23, “bAlgrapher” and “Lil Sugar” (Best Agency of the Year)
 - Baylor Scott & White Health, “Dak’s Cleats for a Cause” (Gold—Social Media Campaign of the Year)
 - Ophelia Health, “F*ck Rehab Campaign”
 - Nurofen, “See My Pain: The Gender Pain Gap” and The Pink Fund, “The Other Part of the Fight” (Gold—Purpose-Led Campaign of the Year)
 - Centura Health, “I Am”
 - Quest Diagnostics, “Put your _____ to the test” and Hip Hop Public Health, “Lil Sugar—Master of Disguise” (Gold—Integrated Campaign of the Year)
 - Village Medical, “The New Way to Well” and Conformis, “Two Knees” (Gold—Film/TV/Video Campaign of the Year)
 - Northwell Health, “The Well” and Enterogermina/Sanofi, “Ready Player Mom” (Gold—Digital Campaign of the Year)
 - Bayer, “Driving Creative Effectiveness at Scale” (Gold—Creative Data Campaign of the Year)
- Havas** realized 669 total wins in 2023 across the Havas Creative Network (including BMW, Pfizer, Ikea, Danone, Sanofi, Lidl, Hilton, and Santander) and received more than 500 industry awards across the Havas Creative Network (including Effie Awards, Anthem Awards, Clio Awards, Cannes Lions, WARC Rankings, The Drum Awards, and LIA).

Noteworthy quotes:

- » “The added weight of offboarding an incumbent and onboarding a new agency can mean that a brand won’t benefit from new ideas and optimal agency support for six to nine months.” —Dan Eisenberg, CMO, **Blue Chip**
- » “Winning back is not as easy as winning over. Reconsideration relies on a client being truly restless around (self) reflection and improvement.” —Melanie Norris, Managing Director and Head of Planning, **BBD Worldwide**
- » “The more we say ‘AI,’ the more it resonates with our customers and the more it will be adopted.” —Franklin Peitz, Tech and Innovation PR Manager, **John Deere**
- » “The agency world has lost its joy. After 3 decades in the industry, for me it’s personal. It’s time to bring it back.” —Warren Marenco Chase, VP, Managing Director Copper Giants In-House Agency, **Liberty Mutual Insurance**
- » “AI can be applied to solve the problem that AI is generating, building content QA systems that automatically check content for everything from digital suitability to brand consistency and more to ensure that even the ads the robots make for you are aligned to your brand and your existing creative learnings.” —Anastasia Leng, CEO and Founder, **CreativeX**
- » “Scale matters in today’s world as AI and technology transform marketing and global clients look to simplify their relationships.” —Mark Read, CEO, **WPP**

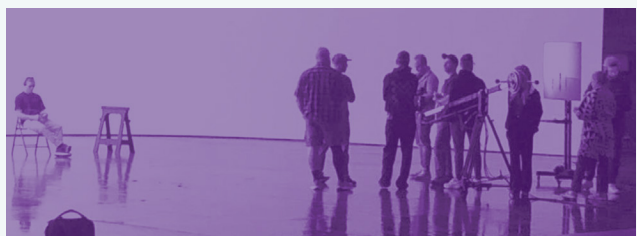
Looking for more?
 Download our consolidated list of **Agencies Profiled** from our Industry Updates. We share the category they work in and services provided.



ARTICLE: Why the pre-bid meeting is crucial Contributed by Advertising Production Resources (APR)

While there are many important steps in the creative production process, there is none more crucial than the Pre-Bid Meeting. This article, from APR Founder & CEO Jillian Gibbs, elaborates on why the Pre-Bid is a must-have to set your productions up for success and mitigate risk, including an excerpt from her new book, *The Marketer’s Guide to Creative Production*.

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



FINANCIALS: Driving efficient use of resources



Industry analysts are eager to find out how the major holding companies are doing financially in the first quarter of 2024. Will they deliver against market expectations? Is the slowdown continuing?

Are some agencies handling uncertain times better than others? Will they meet their profit margin or organic growth targets and make adjustments? In December, Dentsu, GroupM, and IPG released their 2024 advertising forecasts, all predicting that global ad spend would range from 4% to 7% growth, fueled by digital, retail media, and CTV. Some of these forecasts are also based on a significant boost resulting from the US presidential election and large political ad spending; the Super Bowl; the UEFA European Football Championship; and the Summer Olympics in France. Even a slow start in Q1 may be offset by a solid ramp-up during the course of 2024.

- Holding company Dentsu updated its **global advertising forecast**, conservatively projecting 4.6% spending growth in 2024 to \$752.8 billion, bolstered by digital advertising, retail media, CTV, and key events (UEFA Euro 2024, the Paris Olympics, and the US political election), compared with IPG Mediabrands' Magna, which predicted 7.2% ad revenue growth in 2024. The forecast takes into consideration media price inflation and the uncertainty of global economic conditions, including the Israel-Hamas and Russia-Ukraine wars.
- CBS reported that the ad inventory for the **2024 Super Bowl** (February 11 in Las Vegas) was sold out. Ad placements cost \$7 million for a 30-second unit. Confirmed brand advertisers include BMW, BetMGM, Coors Light, Dove, Drumstick, Etsy, Hellmann's, M&M's, Mtn Dew, Nerds, Oreo, Pringles, Squarespace, Temu, and TurboTax.
- Per Ciesco, **Technology & Media sector M&A activity** was on an upward trajectory as of Q3 with 1,584 M&A deals for a disclosed value of \$68B. Digitally led agencies continue to attract the most buyer interest, accounting for 55% of all deal volume. M&A activity in the US, UK, and Western Europe led the way, accounting for 77% of all activity.
- **Omnicom** secured a \$600 million loan agreement from a consortium of banks (Citibank, Barclays, etc.) to be used for general corporate purposes, including acquisitions.
- The Association of National Advertisers (ANA) issued its report on **Programmatic Media Supply Chain Transparency**. Based on that study, only 36 cents of every dollar that enters a demand-side platform (DSP) effectively reaches the consumer: Transaction costs—primarily DSP and supply-side platform (SSP) fees—account for 29% of the ad dollar and loss of media productivity costs account for 35% of the ad dollar. Per the study, there is some \$22 billion (out of \$88 billion in open web programmatic advertising) in efficiency gains available to the client-side marketer community.

Mergers and acquisitions (M&A) activity:

- New Zealand-based global marketing services company **Attivo Group** acquired two agencies, Hill Holliday and Deutsch New York, that were part of holding firm IPG for 20+ years. The two agencies retained an "affiliate" relationship with IPG. With the two acquisitions, Attivo Group is now entering the US market.

- Privately held Texas-based **PMG** acquired RocketMill, a full-service digital marketing agency based in London, with clients like Dropbox, Sky Bet, Hyundai, and Kimberly-Clark, to accelerate the group's expansion into Europe.
- **Stagwell** acquired Team Epiphany, an agency that specializes in cultural relevance, experiential, and multicultural marketing. Team Epiphany has offices in New York, Los Angeles, and Miami and clients such as American Express, HBO Max, and Lego. The agency joined Stagwell's Constellation network of agencies (72andSunny, Colle McVoy, etc.).
- **Havas** acquired Hamburg-based digital performance-marketing agency Eprofessional in a move to expand its portfolio of performance-marketing services and strengthen the Havas Media Network. The agency, with clients like Vodafone and L'Oréal, joined the Havas Media Network.
- **Accenture Song** acquired Work & Co, a design and tech agency with clients such as Pfizer, Apple, Gatorade, Google, and the PGA Tour in the US, Europe, and Latin America.
- Marketing transformation company **Fusion92** acquired TRAK Data, an SaaS, AI-driven data platform. The TRAK Data team will join Fusion92's existing data and analytics department.
- WPP's **FGS Global** acquired Canadian communication and public affairs advisory firm Longview Communications. Longview, a specialist in reputational issues, will operate as FGS Longview Canada, strengthening FGS Global's capability and expertise in strategic advisory and communication and helping clients to navigate reputational challenges in an increasingly complex stakeholder, financial, regulatory and political environment.
- **Havas** acquired Singapore consultancy Klareco Communications, which is now part of its H/Advisors corporate and financial network (and named H/Advisors Klareco) in a move to strengthen the group's presence and capabilities in the Asia-Pacific region.
- **Accenture** acquired ConcentricLife, a leading healthcare marketing agency with expertise in helping life science brands build an optimal brand experience. The agency offers full-service digital healthcare marketing and communication expertise and capabilities that help brands answer rising consumer demands in rare diseases, health, and wellness.

Noteworthy quotes:

- » "We will find ourselves at the bottom of the barrel of 'do more with less.'" —Tracey Pattani, CEO, **BSSP**
- » "I see a future where our industry is smaller, not bigger, and it'll be more focused on high-value strategic thinking." —Ralph Pardo, CEO of North America, **Omnicom Media Group**
- » "If agencies can continually focus on the ways they can they help marketers drive costs out of their businesses while supporting the pursuit of outcomes (however marketers choose to measure them), they will be well-positioned to see growth that comes closer to total media spending increases in years ahead." —Brian Wieser, Principal, **Madison and Wall**
- » "Hey, Madison Avenue: Buckle your Seatbelts!—you could have a bumpy ride in 2024. Your growing digital and social Scopes of Work have generated decades of fees—but failed to deliver reliable growth for your clients. AI will eliminate many paid manhours. What should you do?" —Michael Farmer, Chairman/CEO, **Farmer & Company**

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.

- Insurance and asset management giant **Allianz Group** selected GroupM as its global media AOR. GroupM's EssenceMediacom retains its business in nine markets, including the US. GroupM agencies pick up 20 additional markets as part of the win, replacing incumbents Omnicom, Publicis, and Jellyfish.
- Sports betting app **BetMGM** selected Chicago-based independent full-service agency Highdive as its creative AOR, replacing incumbent Stagwell's 72andSunny. The agency will partner with global digital agency DEPT.
- **BMW of North America** consolidated its US marketing activities (creative, digital, CRM, and social media) for BMW, Mini, and BMW Group Financial Services under Omnicom Group, which recently won the media planning and buying business for the automobile brand, following a review. BMW awarded its CRM business to The Javelin Agency (replacing incumbent IPG's Performance Art) and its social media to 180/NY (replacing incumbent Anchor Worldwide). Six-year incumbent Goodby, Silverstein & Partners retains its role as lead creative agency for BMW and adds new responsibilities for Mini (replacing creative incumbent Pereira O'Dell and CRM incumbent Dentsu's Merkle) and BMW Group Financial Services while Critical Mass retained digital duties for BMW and Mini but also added BMW Group Financial Services.
- Ice cream brand **Breyers** selected WPP's Wunderman Thompson New York (becoming VML) as the brand's strategy and creative AOR in the US, following a review, replacing incumbent Omnicom's DDB.
- Consumer packaged goods marketer **Church & Dwight** selected GroupM agency Wavemaker as its US media AOR following a review. Wavemaker was the incumbent, retaining the account after 18 years.
- **Clorox Co.** selected IPG's FCB as its creative AOR, consolidating US creative assignments, which now include Burt's Bees, Kingsford, Fresh Step, Brita, Clorox, Hidden Valley, Glad, and other brand assignments by the same agency, replacing incumbent Dentsu Creative. Omnicom Media Group's OMD will continue to handle media duties.
- Nestlé's **Coffee mate** selected independent creative agency Wieden+Kennedy New York as its new AOR following a review. The agency will handle brand strategy, creative development, and social, as well as lead the brand's interagency team.
- **Cotton Incorporated** selected GALE as its strategic and creative marketing AOR following a review, replacing 20-year incumbent adam&eveDDB.
- Dairy brand and cheesemaker **Crystal Farms** selected Colle McVoy as its creative AOR following a review. The agency will handle all media planning and buying, social strategy, and creative content development for the brand.
- Fast-food franchise **Denny's Corporation** selected Mindshare, part of GroupM and WPP, as its US media AOR. The agency will handle audience and media strategy, planning, investment, measurement, and data and analytics. The brand also selected FINN Partners as its public relations and brand communications AOR.
- **Dow Jones** selected Mother as its lead creative and strategic AOR, IPG's Mediahub as its media planning and buying AOR, and eg+ Worldwide to lead its production efforts following a review. Mediahub will work closely with the in-house media team on strategy, planning, activation, and measurement of its data-driven marketing solutions.
- Apparel retail giant **The Gap** (owner of Old Navy, Gap, Banana Republic, and Athleta brands) kicked off a review of its US media account. The 14-year incumbent, Omnicom's PHD, is expected to defend a review that includes all of its brands, including the flagship Gap brand.
- California-based premium chocolatier **Ghirardelli Chocolate** selected IPG's MullenLowe as its creative AOR, replacing incumbent FCB West following a review.
- General Mills' luxury ice cream brand **Häagen-Dazs** selected Bartle Bogle Hegarty (BBH) as its global creative AOR following a review, replacing five-year incumbent Forsman & Bodenfors. The brand previously worked with BBH for six years nearly three decades ago.
- Doughnut chain **Krispy Kreme** selected WPP VML as its new creative and media AOR, replacing incumbent FleishmanHillard, which will still handle PR. WPP VML will handle creative strategy, visual identity, e-commerce, and global and US creative and media responsibilities.
- **MGM Resorts International** selected independent Mischief @ No Fixed Address as its creative AOR without a review, replacing decade-long incumbent IPG-owned McCann Worldgroup. The agency will handle creative across all of the global hospitality and entertainment company's brands, including Bellagio, ARIA, The Cosmopolitan of Las Vegas, and MGM Grand.
- Smart ring company **Ōura** selected IPG's Mediahub LA as its global media AOR following a review. The company's media was previously handled internally with the help of small shops. The brand does not have a creative AOR.
- **Papa Johns** selected The Martin Agency as its lead creative AOR following a review, replacing incumbent Camp + King. The agency will partner with Dentsu's Carat, its recently appointed US media AOR.
- Liquor giant **Pernod Ricard USA** selected Argonaut as its US creative AOR for Jefferson's Bourbon, expanding the work done by the agency for other brands (e.g., Código 1520 Tequila). The agency will handle all strategic and creative work.
- **Pizza Hut** selected Mischief @ No Fixed Address as its social AOR. The agency will join Pizza Hut's roster of marketing agencies, including GSD&M (creative AOR) and Spark Foundry (media).
- Mexican fast-casual chain **Qdoba** selected Leo Burnett as creative AOR.
- **Samsung Electronics** selected Chicago-based agency Quality Meats as its lead creative AOR for its home entertainment business in the US following a review. The agency will handle all creative, influencer, and social work for Samsung-branded TV, audio, and memory products.

- French pharmaceutical giant **Sanofi Consumer Healthcare** North America selected The Martin Agency as its creative AOR, consolidating its business and replacing incumbents Terri & Sandy and Saatchi & Saatchi Wellness (which retains some work). The agency will handle various brands including Icy Hot, Gold Bond, Cortizone-10, Aspercreme, Xyzal, Act oral care, Unisom, Nasacort, Selsun Blue, and Zantac.
- Unilever brand **Seventh Generation** selected Mother New York as its creative AOR following a review, replacing incumbent Portland, Oregon-based Opinionated. The agency will handle brand strategy, execution, and repositioning.
- Inspire Brands-owned Atlanta-based **Sonic Drive-In** selected Mother as its creative AOR following a review. Mother was the four-year incumbent agency, successfully retaining the account.
- **Stanley Black & Decker** selected Young & Laramore as its creative AOR for subsidiary Dewalt tools following a review. The agency will handle the brand's strategy and creative development.
- Sun and skin care brand **Supergoop** selected Digitas NY as its US media AOR following a review. The agency will handle paid search, paid social, display, video, retail strategy, influencer, and data and analytics.
- **T-Mobile US** selected Dentsu Creative as its lead creative AOR following a review, replacing incumbent Publicis Groupe's Saatchi & Saatchi. The agency will handle creative storytelling, social, performance, and cultural fluency and partner with the brand's existing media AOR, Initiative.
- Boston Beer Co.'s seltzer and spirit brand **Truly** selected Omnicom agency Goodby, Silverstein & Partners following a review, replacing incumbent WPP Ogilvy. The agency lost the creative account a year ago but continued to work on other Boston Beer-owned brands such as Sam Adams.
- Games publisher **Ubisoft** launched a review of its global media planning and buying account. GroupM has been the incumbent on the account since 2015.
- Consumer packaged goods giant **Unilever** kicked off a review of its media agency business in many of its markets. It's estimated that the brand has more than \$4 billion a year in media expenses.
- Home improvement retailer **Wickes** selected independent agency St Luke's as its lead creative AOR following a review. The agency will handle creative advertising for the brand across TV, VOD, and radio.
- Heritage sports apparel and equipment brand **Wilson Sporting Goods Company** selected Stagwell's 72andSunny as its creative AOR following a review.

Agency Mania 2nd Edition now available!

Named one of Strategy+business magazine's **Best Business Books of 2019**.

The advertiser/agency relationship is under incredible pressure, and the future of the advertising industry is uncertain. The entire marketing ecosystem is being tested. At a time of unprecedented change and complexity in marketing, Agency Mania will transform the way you look at client/agency relationships. It invites you to build sustainable partnerships that deliver unmatched work and results.

Scan below for your copy. *Agency Mania 2nd Edition* is also available at many major bookstores, including Amazon.com, Barnes & Noble, Target, and other retailers.



Scan for a copy of *Agency Mania 2nd Edition*



Scan to visit our website



Scan to subscribe for updates



Scan to view our article archive



A word about the author: Bruno Galpois has been instrumental in establishing agency management as a central global discipline for many of the top 200 advertisers. His commitment to successful client/agency partnerships led him to co-found Agency Mania Solutions and serve as principal. Before that, he held leadership positions at industry-leading companies, including Microsoft and Visa, as well as various pre-IPO software companies. Bruno is an active member of the ANA Faculty of Marketing, which helps build effective advertiser-agency relationships.

Bruno Galpois Co-Founder and Principal, Agency Mania Solutions

Agency roster summary:

IP = Review in Process Unk= Unknown

COMPANY LOGO	CLIENT	INCUMBENT	CHANGE/SCOPE	FOCUS AREA	NEW AGENCY	REVIEW?
	Allianz Group	Omnicom, Publicis, Jellyfish	Media AOR	Global	GroupM	Unk
	BetMGM	72andSunny	Creative AOR	Unk	Highdive	Unk
	BMW of North America	Unknown (consolidation)	Media Planning & Buying	US	Omnicom Group	Y
	BMW of North America	Performance Art	CRM	NAM	The Javelin Agency	Y
	BMW of North America	Anchor Worldwide	Social Media	NAM	180/NY	Y
	Breyers	DDB	Strategic & Creative AOR	US	Wunderman Thompson NY (VML)	Y
	Church & Dwight	Wavemaker	Media AOR	US	Wavemaker	Y
	Clorox Co.	Dentsu Creative	Creative AOR	US	FCB	N
	Coffee mate	Unknown	AOR	Unk	Wieden+Kennedy NY	Y
	Cotton Incorporated	adam&eveDDB	Strategic & Creative AOR	US	GALE	Y
	Crystal Farms	Public Works	Creative AOR	US	Colle McVoy	Y
	Denny's Corporation	Spark Foundry	Media AOR	US	Mindshare	Y
	Denny's Corporation	Unknown	Public Relations & Brand Communications AOR	Unk	FINN Partners	Unk
	Dow Jones	Various Agencies	Lead Creative & Strategic AOR	Unk	Mother	Y
	Dow Jones	Various Agencies	Media Planning & Buying AOR	Unk	Mediahub	Y
	Dow Jones	Various Agencies	Production Lead	Unk	eg+ Worldwide	Y
	The Gap	PHD Expected to Defend	Media	US	Review in Process	In Review
	Ghirardelli Chocolate	FCB West	Creative AOR	Unk	MullenLowe	Y
	Häagen-Dazs	Forsman & Bodenfors	Creative AOR	Global	BBH	Y
	Krispy Kreme	FleishmanHillard Maintains PR	Creative & Media AOR	Global	VML	Unk
	MGM Resorts International	McCann Worldgroup	Creative AOR	Global	Mischief @ No Fixed Address	N
	Ōura	In-house	Media AOR	Global	Mediahub LA	Y
	Papa Johns	Camp + King	Lead Creative AOR	US	The Martin Agency	Y
	Pernod Ricard USA	Argonaut Expanding Work	Creative AOR	US	Argonaut	Unk
	Pizza Hut	In-house/Various	Social AOR	Unk	Mischief @ No Fixed Address	Unk
	Qdoba	Mistress	Creative AOR	NAM	Leo Burnett	Unk
	Samsung Electronics	Unknown	Lead Creative AOR	US	Quality Meats	Y
	Sanofi Consumer Healthcare	Terri & Sandy & Others	Creative AOR	NAM	The Martin Agency	Y
	Seventh Generation	Opinionated	Creative AOR	US	Mother NY	Y
	Sonic Drive-In	Mother	Creative AOR	US	Mother	Y
	Stanley Black & Decker	Unknown	Creative AOR	Unk	Young & Laramore	Y
	Supergoop	Unknown	Media AOR	US	Digitas NY	Y
	T-Mobile US	Saatchi & Saatchi	Lead Creative AOR	US	Dentsu Creative	Y
	Truly	Ogilvy	Creative	Unk	Goodby, Silverstein & Partners	Y
	Ubisoft	GroupM	Media Planning & Buying	Global	Review in Process	In Review
	Unilever	Various Agencies	Media	NAM & Others	Review in Process	In Review
	Wickes	Unknown	Lead Creative AOR	UK	St Luke's	Y
	Wilson Sporting Goods Company	None	Creative AOR	Unk	72andSunny	Y