

# Industry Update

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

May - June 2024 | Volume 76



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Contributed by ECI Media Management

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## EXECUTIVE SUMMARY: May - June recap

How do we navigate change in an uncertain world? How do we dissociate the buzz from substantive innovation in AI? How do we know which trends or company announcements truly indicate where the industry is heading? How do we know which research, survey, or article is worth our time?

Such topics are something we all struggle with as the volume of information and industry news is overwhelming at times. This is the raison d'être of our Industry Update. We have a lot to cover.

The state of the advertising industry can be best understood by reviewing the performance of the major holding companies as they report their financial performance on a quarterly basis.

Recently, they reported their 2023 year-end performance as well as their Q1 2024 results. We can see who is doing well and why. We can gauge how they are managing investor expectations for the balance of 2024. Clearly, for example, Publicis Groupe is having another strong year compared to its peers, and WPP, still #1 in terms of global revenue, continues to struggle.

The results give us a vantage point on what the market values most in terms of capabilities, what brand advertisers need, and where agencies are driving operational efficiencies or making investments to be future-proof.



**Bruno Galpois**

Co-Founder and Principal,  
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**TALENT: Securing the right talent and resources**

Some experts predict that as much as 90% of online content will be AI generated. Is that realistic? Insanely high? The progression of generative AI is impressive, no doubt, given the investments and resources allocated to it. Increasingly, brands are looking to combine AI (artificial intelligence) and HI (human intelligence) for optimal creativity, ingenuity, and scalability. AI remains the #1 topic of conversation in advertising and marketing. Brands are investing heavily in partnerships with tech platform providers to incorporate AI into many facets of their enterprise functions, including marketing. Some brands are navigating AI trends carefully, especially when the technology may be overused or be perceived negatively, as in the beauty industry. Unilever-owned Dove recently launched a marketing campaign that highlights the downside of generative AI by showcasing the negative effects of digital manipulation; Dove has pledged to never use AI to create or distort women's images.

- **The World Federation of Advertisers (WFA) Global Marketer Conference 2024** in Toronto illustrated that brands around the world are increasingly under the spotlight: accountable to people, planet, regulators, and shareholders, and how they could use their powers of creativity and innovation to build better, stronger brands. Among the highlights: IBM asked, Should you put your trust in AI?; AB InBev's CMO talked about reimagining a beer company by developing a culture of sustainable growth; Nissan's corporate VP and CMO discussed driving innovation and sustainable growth in the automobile sector; and WPP and Mastercard spoke about the impact of generative AI on brand growth.
- **Stagwell** and ad tech company Nexxen announced a partnership to offer a suite of tools via the Stagwell Marketing Cloud, designed to help clients better identify and shape target audiences and behaviors while optimizing spend by leveraging the newly launched Nexxen Data Platform—an expansion of its proprietary data management platform.
- **Coca-Cola** developed nine worldwide StudioX teams with WPP, 5,000 people strong, with a goal to deliver new, experience-focused models through data, social, creativity, design, and media.
- Per IBISWorld, there are 433,410 **advertising agencies in the world in 2024**, a 1.7% increase from 2023. In the United States, there were 89,912 advertising agencies in 2023, a 4.1% increase from 2022. The states with the most advertising agencies are California, New York, and Florida. The number of businesses in the global advertising agencies industry has grown 2.6% per year on average from 2019 to 2024.
- Interpublic Group agency **FCB Chicago** cut 9% of its 800 staff after losing creative work from pharma giant Pfizer.
- Per the Mirren Live conference, **five tips for agencies to successfully build a pipeline**:
  - 1) Give marketers specific solutions
  - 2) Recognize that not all growth is good
  - 3) Focus on building existing business
  - 4) Know when to stop selling
  - 5) Look for bright spots

- The Association of National Advertisers (ANA) released its **Principal Media Report**, which provides guidelines for marketers to ensure they are getting fair value from agencies that are reselling media to them. The report highlights issues such as a lack of transparency, audit restrictions, lower value media inventory, loss of agency volume bonuses, and compromised media neutrality.
- Per Chiefmartec and the blog's editor, Scott Brinker, the **2024 marketing technology landscape** grew to 14,106 martech products (27.8% growth YOY). The martech landscape grew for the 13th year in a row with a net addition of 3,068 products compared with 11,038 in 2023, a 41.8% compound annual growth rate. Churn was only 2.1% from 2023 to 2024, Brinker reports.
- Per Raja Rajamannar, CMO and founding president of healthcare business at **Mastercard**, every brand advertiser must ask prospective agencies these fundamental questions: Is the agency forward thinking? Does it leverage emerging technologies? Does it lead with purpose? Is it inclusive in its team and thinking?
- Per Mitchell Caplan, a marketing organization and agency management consultant, **five tips for clients thinking about conducting a pitch**:
  - 1) STOP. Have you gone through a thoughtful, data-driven appraisal of your agency's performance?
  - 2) Think really hard if you need to go through the time, expense, and disruption of a pitch. It could be chaotic.
  - 3) If there really is no way to avoid a pitch, hire a search consultant. The good ones (there are a few) know how to conduct a fair, thoughtful process that will be simple and productive for both sides.
  - 4) Go back to point 1.
  - 5) Consider an AI-powered, self-service agency performance tool that will provide you with all of the data you need to figure out if you need to go to step 2.

**New agencies or capabilities, restructurings, and reorganizations:**

- **R/GA** merged its US and LATAM operations as part of a restructure to drive more collaboration across its offices, a model it calls "distributed creativity." The move will allow the firm to better leverage specialized talent in LATAM, particularly in product and experience and communication design.
- **Omnicom** expanded its investments and operations in India, opening new campuses and Global Solutions Centers (Bengaluru, Chennai, Gurugram, Hyderabad), which will house 5,500+ employees, including specialists in media, creative, data and analytics, digital commerce, marketing technology, and artificial intelligence. The group launched Omnicom Advertising Services group in India.
- **IPG Health** announced a restructuring that includes folding McCann Health New York into sibling health agency Area 23. Additionally, Hill Holliday Health and McCann Health New Jersey merged to form a new entity called Rise & Run, bringing together Hill Holliday Health's consumer roots and creative capabilities with McCann Health New Jersey's science and health industry expertise.

- **Atomic London** launched a creative agency, Atomic Matter, to help health brands craft campaigns while leveraging the agency core capabilities such as social and creator-led content, media, performance, and data strategy.
- **We Are Social US** launched Hello in the US, a separate boutique agency with the agility of a startup. Hello is a sister agency to We Are Social and will operate separately, specializing in cultural-driven campaigns and tailored social to fast-growing industries and challenger brands.
- Stagwell-owned agency **Doner**, based in Detroit, launched its first inclusive marketing practice. The practice aims to develop tools and frameworks to ensure a range of diverse voices are well represented in clients' creative.
- Global marketing company **Quad** launched a new agency, Betty, which will provide services such as creative, strategy, design, and content studios. All accounts previously handled by creative shop Periscope will be under the new agency. Quad's brand design agency, Favorite Child, will operate under Betty as well.
- Creative consultancy **Dang** launched to help marketers target Gen Z and Gen Alpha consumers, specializing in creative transformation via building relevance and modernization by embracing Next-Gen Centricity™ methodology across brand experiences. Karan Dang, former Walmart and Disney creative leader, started the agency.
- B2B marketing agency **BBN** added two new Asia-Pacific agencies—Brew Interactive, a digital marketing agency headquartered in Singapore, and Custom Media, a full-service B2B agency in Tokyo—in a move to strengthen its presence in the region. BBN now has 60 offices in 29 countries.
- Atlanta-based **We Are Rosie** launched Run by Rosie, a new marketing and creative agency based on the firm's flexible talent model. Leveraging 30,000+ marketing pros, the firm assembles hyper-specialized teams to address brand strategy and marketing transformation. Services include full campaigns, site and app development, photo shoots, content development, copywriting, creative marketing, paid search, marketing strategy, and research.
- **LVMH** held its three-day LVMH Data AI Summit in Paris, bringing together students and practitioners to explore innovative AI applications. The firm, which partners with Stanford University's Institute for Human-Centered Artificial Intelligence, states: "Recent generative AI breakthroughs show new opportunities for major innovation and efficiency (e.g., bespoke designs and personalized experiences) but also challenges and risks (e.g., authenticity, customer perception, person-to-person connection)."
- Per **Gartner**, CMOs see the most ROI from generative AI in the following: improved time efficiency, improved cost efficiency, identifying/testing/optimizing customer data, improved ad targeting, improved personalization, reduced reliability on external agencies, autonomous campaign creation and execution, improved accuracy of predictive analytics, enhanced in-house capabilities, brand reputation management, advanced marketing attribution methods, reduced spend on media, and headcount reductions.
- The **European Union** approved the AI Act, the world's first major law for regulating artificial intelligence. The EU Commission will have the authority to fine companies up to 35M euros (\$38M), or 7% of their annual global revenues, for violations. The law applies a risk-based approach, based on perceived threats to society (e.g., autonomous vehicles, medical devices, financial services, and education).
- **Sony Music Group** (Columbia Records, RCA Records, Epic Records, etc.) sent formal letters to 700+ generative AI companies and streaming platforms prohibiting them from mining text, data (including audio recordings, musical compositions, lyrics, and cover artwork), and metadata without explicit licensing agreements. The move is intended to make sure songwriters' and recording artists' rights, including copyrights, are respected.
- Actor **Scarlett Johansson** accused OpenAI of copying her voice for one of the voice assistants in ChatGPT (called "Sky" voice assistant) despite denying the company permission to do so. OpenAI said it was pausing the use of "Sky" in ChatGPT for the time being.
- Nonprofit **Girls. Inc.'s** new empowerment ad was 75% AI generated, created pro bono in partnership with agency Secret Level and others (Cosmo Street, Quiet Man, etc.), despite limited resources and time. The campaign encourages girls to be "Strong, Smart, and Bold" through direct service and advocacy.
- **Dove Chocolate** launched the "Mom Experience Translator" for Mother's Day—an AI-powered tool (via OpenAI's GPT-4) designed to help moms reenter the workforce by bridging the gap between experiences gained during motherhood and skills sought by recruiters and hiring managers.

### AI (Artificial Intelligence):

- Per the **CMO Council** and **Zeta Global Holdings Corp.**, 60% of marketing professionals said AI and generative AI are likely to provide the highest return among their investments this year.
- Per **Gartner**, 75% of CMOs said generative AI improves efficiency, cuts costs, or offers other benefits. 95% of the CMOs said AI technology would get a significant share of their 2024 budget. Only 5% indicated they were not treating AI as an investment priority this year.

- **eBay** announced that the brand is using AI to multiply the amount of creative work it produces. It also uses science models to predict which creative will perform the best for each customer to create the most personalized experience possible. The brand works with the agency Joan for its creative and EssenceMediacom for its media.
  - Publicis Groupe-owned **Digitas** launched its own generative AI operating system and tool suite (Digitas AI) to help clients deliver marketing outcomes and assist in AI-powered brand experiences directed at consumers. AI agents are built with identity data and are used to represent key demographics to pressure-test ideas and messaging.
  - Microsoft-owned **LinkedIn** partnered with the Coalition for Content Provenance and Authenticity to label AI-generated content in users' feeds, alerting users with a small icon.
  - **Meta Platforms**, the parent company of Facebook and Instagram, expanded its suite of generative AI tools for use by its advertisers, including tools to create images and text.
  - **TikTok** launched AI-powered ad automation tools TikTok One and Symphony, built on its NewFronts platform. Advertisers can access creators, creative tools, agency partners, and measurement all in one place, as well as TikTok Shop ads to optimize bidding, budgeting, ads management, creative, and merchant costs like affiliate payouts, ad spend, and platform fees.
  - **Microsoft** launched CoPlanner, a new AI-powered media planning tool aimed at simplifying the process for advertisers and agencies by leveraging Microsoft's generative AI technology (advanced language models such as OpenAI's GPT-4) to turn text prompts into media planning specs and recommendations (data that contains relevant information such as dates, pricing, and targeting criteria).
  - **WPP** partnered with OpenAI competitor Anthropic, enabling its Claude 3 models (Haiku, Sonnet, and Opus) to be used across the marketing process by 100,000+ employees. Anthropic ties to Amazon (which invested \$4B+ in the company). WPP still partners with OpenAI's GPT-4 and Google's Gemini on its WPP's AI brand platform, Open.
  - **Coca-Cola** made a \$1.1 billion investment in Microsoft's cloud and generative AI technologies (including Microsoft Azure OpenAI Service to develop generative AI solutions for various business functions and Copilot for Microsoft 365) in a move to foster its digital transformation and fuel innovation and productivity globally across marketing, manufacturing, and supply chain.
  - Beauty company **The Estée Lauder Companies** launched its AI Innovation Lab in partnership with Microsoft to expedite R&D, consumer, and social listening. The brand created an internal generative AI-enabled chatbot that uses conversational technology, and plans to use AI tools to access faster data insights, increase speed to market and personalization, and create stronger local relevancy.
  - Swedish-based buy now, pay later firm **Klarna** reported that it cut sales and marketing spending as a result of AI tools, saving \$10M annually and reducing its external agency expenses by 25%. The brand is using AI instead of outside agencies for translation, production, CRM, and social. The firm's new AI-powered tool, Copy Assistant, is handling 80% of its copywriting.
  - **ISBA** launched new Generative AI Guidance and Agency Contract Terms, which advertisers can consider as a supplemental agreement to the ISBA Media Services Framework (MSF2021). The contract terms aim to encourage collaboration between advertisers and media agencies on the responsible use of generative AI.
- In-house agencies:**
- Per creative staffing agency Cella, 20% of **in-house agencies in 2023** consisted of 6 to 10 people; 18%, 11 to 20; 14%, 21 to 30; and 13%, 31 to 50. Top services expected to grow are video production (41%), video shooting and editing (39%), digital design (32%), motion graphics (32%), and creative strategy (29%).
  - What are the best in-house agency teams of the year? In-House Agency Forum's **2024 In-House Agency of the Year Award** will be announced at the IHAF conference in November. The winner will be chosen from three finalists. The IHAF recognizes exceptional performance in Business Impact, Client Partnership, Creative Expertise, Operational Effectiveness, and Talent & Teamwork. The 2023 In-House Agency of the Year was Tonic by Highmark Health. The other finalists were Norwegian Cruise Line's Rebel Fish Creative Group and PepsiCo's Content Studio.
- Responsible advertising (diversity and inclusion, environment, etc.):**
- **Coca-Cola** launched its LGBTQI+ Inclusion Network focused on creating a safe and inclusive environment for employees while building a more diverse workplace, community, and business. Other internal networks are Gender Balance, Culture & Heritage, Generations & Life Experiences, and Ability & Wellness. Coca-Cola is also a partner of myGwork, a business community for LGBTQ+ professionals and students.
  - **General Motors'** commitment to supporting diverse media suppliers includes meeting or exceeding Black-owned media goals of 8% of its total media budget. The company states that its total investment with diverse-owned and targeted media in 2023 reached more than 14% of its effective total annual media spend.
  - **Target** pledged to spend 5% of its annual media budget with Black-owned media companies every year since 2021, and the brand states that it is on track to do so.
  - **Coca-Cola** committed to have Black, Hispanic, and Asian American and Pacific Islander-owned media companies account for 8% of its total annual media budget in North America by the end of 2024. The brand is confident it will reach that goal.

## Noteworthy quotes:

- » “What we’re looking for is not service providers. We’re looking for partners.” —Victoria Lozano, Executive Vice President, Marketing, **Crayola**
- » “The new generation of agencies are going to have to focus on quality of thinking, rather than quantity of content.” —Steve Walls, Director, Global Strategy, **Moon Rabbit**
- » “I want our community to be seen for the strength of our values, and not weakness as a result of the model minority myth.” —Michelle Tang, Global Chief Growth Officer, **McCann**
- » “If it smells like an agency and it talks like an agency, it is an agency.” —Marla Kaplowitz, President and CEO, **4A’s**
- » “No one is born to be a champion. It can only be earned—through equal parts philosophy, execution, and sheer determination. I’ve won and lost championships, business deals, and relationships. I’ve learned that our best moments come after we’ve faced our most devastating defeats—when we choose to rise with unwavering resolve. That’s The Way of the Champion.” —Paul Rabil, Co-Founder and Principal, **Premier Lacrosse League**
- » “One of the things we keep repeating in Coca-Cola is it’s about AI and HI. It’s artificial intelligence and human intelligence and ingenuity.” —Javier Meza, President, Marketing, and Europe CMO, **Coca-Cola**
- » “I wish the whole industry would confidently say ‘no’ more often. No to contractual terms that make no sense. No to pitches that continue to go on and on and on. No to [working] on holidays.” —Maggie Jennings, Chief Growth Officer, **Tombras**
- » “We’re leveraging gen AI now to be able to show more than just an item recommendation but really topics, marketing, copy all of these different areas that we can now leverage to create a more inspirational message for our customers.” —Adrian Fung, Global CMO, **eBay**
- » “A lot of agencies are desperate to call themselves anything but an agency to try to seem different.” —Rachel Segall, Co-Founder, **NBZ**
- » “AI should be viewed as an enabler and amplifier of human creativity, not as a replacement for it.” —Naomi Troni, Global CMO, **VML**
- » “Don’t worry about fitting in—focus on not fitting in. Embrace your uniqueness as a source of strength to bring diversity to deliver creativity and success.” —Francois Lee, Senior Manager, Streaming TV Upfront and US Agency Development, **Amazon**

## Looking for a better marketing partnership management solution?

We offer enterprise-grade, automated, Software as a Service (SaaS) based solutions, designed to significantly improve the ability of brand advertisers to effectively manage their valuable marketing agency and supplier relationships.

Visit [agencymania.com/partnership-management-software](https://agencymania.com/partnership-management-software) to see what our Agency Partnership Management Software can do for you, ad agencies, and suppliers.

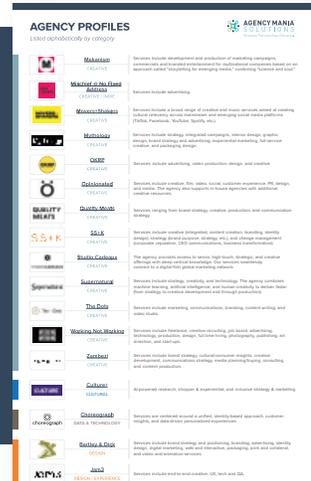


Company profiles:

- **Curiosity [curiosity.fun](http://curiosity.fun)** is a Cincinnati-based, independent, full-service agency that “lives and breathes the power of being strategically curious.” Services include strategy, advertising, social media, insights, web development, television commercials, media, creative, content, brand strategy, identity development, digital media, direct mail, media planning, media buying, media strategy, and analytics. Curiosity was named a two-time Ad Age A-List Standout, a two-time Ad Age Small Agency of the Year, an Effie finalist, and a Campaign Agency of the Year. The agency’s mantra: Question the unquestionable. Question everything. Clients include Dude Wipes, FreshDirect, Holland America Line, Brooks, and Stonefire.
- **Within [within.co](http://within.co)** is a New York-based, independent, performance branding company that helps clients align marketing and business objectives through integrated media and content services. Services include digital marketing, PPC advertising, affiliate marketing, SEO, retargeting, CSE marketing, PLA marketing, conversion rate optimization, email marketing, display media, tag management, analytics services, performance branding, performance marketing, influencer marketing, omnichannel strategy, branded content, integrated media, and Amazon Marketplace. Within describes itself as the “single marketing solution for the world’s leading brands. We grow brands by fusing performance media with branded content.” Clients include QVC, Timberland, Laura Mercier, Rite Aid, North Face, Ben & Jerry’s, Foot Locker, Movado Group, and Casper.

- **Moon Rabbit [wearemoonrabbit.com](http://wearemoonrabbit.com)** is an independent, New York-based advertising agency “created by a rare breed of people who aren’t satisfied with being conventional.” The agency specializes in healthcare, brand strategy, consumer experience, brand ID, performance, digital, creative and content, marketing, mobile applications, video, advertising, influencers, and design services. They also have offices in California and Singapore. Clients range from boutiques to blue chips and from consumer to biotech, including Tarsus Pharmaceuticals, Guardant 360, and Aristocrat Gaming.

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



# A CMO’s Wake-up Call: not Who but How

*“Operational excellence in agency management is an ongoing commitment to improvement. It requires embracing principles and ways of working together that ultimately drive growth.”*



Check out our article “**A CMO’s Wake-up Call: not Who but How**”: Why CMOs must shift their mindset and focus from “Which agencies should I hire?” to “How can I operate to embolden agencies to succeed?”—no matter whom a brand partners with.

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



Brands have been responding to consumer and social media backlash. Apple apologized for its iPad Pro spot “Crush!” which depicted the obliteration of iconic objects like a record player, a television, cameras, a typewriter, a vintage arcade machine, and more, to form the new, ultrathin iPad. Critics said the ad was suggestive of Big Tech stomping down culture and creativity. Apple said the ad “missed the mark.” The dating app Bumble drew heat for billboards, later removed, that seemed to discourage women from celibacy (“Thou shalt not give up on dating and become a nun” and “You know full well a vow of celibacy is not the answer”). Bumble has since issued an apology, removed the campaign, and pledged to make donations to organizations like the National Domestic Violence Hotline. Despite a few hiccups, there is plenty to celebrate in our industry: At the 2024 Effie Awards, Molson Coors and McDonald’s topped the Most Effective Marketers and Most Effective Brands rankings, respectively. Unilever was named the 2024 Cannes Lions Creative Marketer of the Year. The list of awards goes on (Clio, One Show, ANDY, Ad Age Creativity). Check out the winners.

- Tech giant **Samsung** responded to Apple’s controversial “Crush!” commercial for the iPad Pro with an ad of its own stating “Creativity cannot be crushed,” created by BBH USA. The ad shows a woman walking into what looks like the scene of the Apple spot (with destroyed objects everywhere) and picking up a damaged guitar to play.
- Per Forrester, **Publicis, WPP, Omnicom, and Accenture** are leaders in commerce. So-called “strong performers” included Dentsu’s Merkle, Interpublic, and IBM. “Contenders” included Capgemini, Dept, and Valtech. The Paris-based holding company Publicis acquired commerce platforms like Profitero and CitrusAd, which it has integrated into its retail media platform, a key asset for commerce operations. Omnicom acquired Flywheel Digital, a specialist in digital commerce and retail solutions, supported by its strong Omni platform.
- The ANA published resources related to a key topic: **“How to Write Successful Creative Briefs: What makes for a great creative brief, and how do I write one?”** The resources consist of best practices for creative briefs and tools and templates (e.g., Creative Brief Template, ANA/ Demand Metric, Creative Brief Assessment Tool, Marketing Campaign Plan Template, Smart Insights), examples from Dell, American Express, Diageo, and La Quinta Inns and Suites, and webinars and ANA training courses.

### Awards:

- CPG giant **Unilever** was named the 2024 winner of the Cannes Lions Creative Marketer of the Year award. The firm has won Lions over the years for campaigns for brands such as Dove, Hellmann’s, Magnum, Vaseline, Marmite, and Pot Noodle. Dove has been Unilever’s most consistent honoree at the Cannes Lions International Festival of Creativity.

- Per the **ADC 103rd Annual Awards**, McCann New York’s “ADLaM” project for Microsoft won the ADC Black Cube for Best of Show. The work also won the ADC Designism Cube for the entry that best encourages positive societal and political change and won two Gold Cubes.

- Agency of the Year: FCB New York
- Boutique Agency of the Year: Banana Balloon Shenzhen
- Brand-Side Agency of the Year: Google Brand Studio San Francisco
- Network of the Year: FCB Global
- Production Company of the Year: Helo West Hollywood
- Brand of the Year: AB InBev, Michelob Ultra

- Per **The One Show 2024**, top winners were:

- Agency of the Year: FCB New York
- Independent Agency of the Year: Rethink Toronto
- Network of the Year: FCB
- Brand-Side/In-House Agency of the Year: Apple Marcom Cupertino
- Design Firm of the Year: King Henry Studios London
- Holding Company of the Year: Interpublic Group
- Production Company of the Year: Helo West Hollywood
- Client of the Year: AB InBev
- Brand of the Year: Michelob Ultra

- Per **Ad Age 2024 Creativity Awards**, top winners included:

- Ikea “Proudly Second Best” (Campaign of the Year)
- UN Global Compact x B3 “EART4” (Best B2B Campaign)
- Michelob Ultra “Dreamcaster” (Best Use of AI)
- Activision’s Call of Duty “Loot for Good” (Best Work for Good)
- Noblex “El Gerente” (Branded Entertainment/ Content Campaign of the Year)
- Stella Artois “The Artois Probability” (Creative Data Campaign of the Year)
- Apple “Huracán Ramírez vs. La Piñata Enchilada” (Craft of the Year)
- Chick-fil-A “The Brake Room” (Experiential Campaign of the Year)
- Adidas “The Original Impossible” (Film/TV/Video of the Year)
- Ikea “Proudly Second Best” (Print/Design/ Out-of-Home Work of the Year)
- Hilton “The Ad You Stay In” (Social Campaign of the Year)
- Honest Eggs Co. “FitChix” (Tech Innovation of the Year)
- Blockbuster “‘Til the Bitter End” (Tiny But Mighty)
- State Farm “The Big Game Came to Us!” (Best Use of TikTok)
- Duolingo (Brand of the Year)
- Eos “Skin So Soft Even Soft Things Think You’re Soft” (Best ROI: Work That Works)
- Verizon x The Metropolitan Museum of Art “The Met Replica” (Best Partnership/Collaboration)
- Pepsi (Best Rebrand)
- McDonald’s “Grimace Shake” (Best Brand/Product Launch)
- State Farm (Best Brand Social Media Presence)

- **2024 Gold Effie winners** included:
  - Campbell Soup Company/Campbell's Condensed Soup, Leo Burnett Chicago and MSL Group for "Move Over Turkey, Campbell's Celebrates and Owns Sides Season," with Spark Foundry and The Mars Agency
  - Foundation to Combat Antisemitism, VML, and Mindshare for "The Blue Square: Standing Up to Jewish Hate"
  - McDonald's and Wieden+Kennedy New York for "The Cactus Plant Flea Market Box" with Starcom, Narrative Media Group, The Marketing Store and Boxer
  - Microsoft and McCann New York for "ADLaM: An Alphabet to Preserve a Culture," with NAFFA, Jamra Patel, Andrew Footit Design, and Craft
  - Mondelēz International/Oreo and VML for "Oreo Codes"
  - Progressive Insurance and Arnold Worldwide for "Superstore"
  - Tinder and Mischief @ No Fixed Address for "Brand"
  - US Navy/America's Navy and VML for "A Peek into the Real Navy"
- Per the **2024 Effie rankings**:
  - Most Effective Marketers:
    - 1) Molson Coors
    - 2) McDonald's
    - 3) Fox Corporation and Kraft Heinz Company (tie)
  - Most Effective Brands:
    - 1) McDonald's
    - 2) Tubi
    - 3) Tinder
  - Most Effective Holding Companies:
    - 1) Interpublic Group
    - 2) WPP
    - 3) Publicis Groupe
  - Most Effective Agency Networks:
    - 1) McCann Worldgroup
    - 2) VML
    - 3) Ogilvy
  - Most Effective Agency Offices:
    - 1) Mischief @ No Fixed Address
    - 2) Ogilvy New York
    - 3) McCann New York
  - Most Effective Independent Agencies:
    - 1) Mischief @ No Fixed Address
    - 2) Wieden+Kennedy
    - 3) Gut
- **Grey** was honored with four Golds for Pringles' "Mr. P," LALCEC's "Let's Change the Story," Makro's "Life Extending Stickers," and American Society of Clinical Oncology's "The Most Beautiful Sound," representing Grey New York, Argentina, and Colombia studios.
- **2024 Grand Clio Winners** included:
  - Publicis Conseil (Agency of the Year)
  - Michelob Ultra (Advertiser of the Year)
  - Rethink Canada (Independent Agency of the Year)
  - Ogilvy (Network of the Year)
  - Prodigious Paris (Production Company of the Year). Key wins: "Barbie the Movie" by Mattel for Barbie (Integrated: Product/Service)
  - "Pop Tarts: The First Edible Mascot" by Weber Shandwick for Kellanova (Experience/Activation: Public Service)
  - "ADLaM" by McCann New York for Microsoft (Design Craft: Product/Service)
  - "WoMen's football" by Marcel for Orange (Branded Entertainment & Content: Product/Service)
  - "Where to Settle" by McCann Poland & McCann New York for Mastercard (Direct: Product/Service)
- The 60th edition of the **International ANDY Awards 2024** winners included:
  - Rethink (Independent Agency of the Year)
  - Interpublic Group (Holding Company of the Year)
  - McCann (Network of the Year)
  - Apple (Brand of the Year)
  - Orchard Creative (Best New Agency)
  - Park Pictures (Production Company of the Year)
  - Google (Best In-House of the Year)
- Best in Show winners included:
  - "WoMen's Football for Orange" by Marcel
  - "ADLaM" for Microsoft by McCann New York & Craft New York
  - "Play It Safe" for Sydney Opera House by The Monkeys (part of Accenture Song)
  - "Ready to Vote" for Solar Impulse by Publicis Conseil
  - "We Didn't Write This Campaign" for NotCo/NotMilk" by MRM Chile
- Noteworthy quotes:**
  - » "For the first time in marketing history, the creative is the variable in creating reach, which is profound. TikTok changed everything." —Gary Vaynerchuk, Chairman, VaynerX, and CEO, **VaynerMedia**
  - » "True artists, makers and creators know that creativity always finds a way." —Estefanio Holtz, Executive Creative Director, **BBH USA**
  - » "The feedback on the work is the only valuable currency we can have access to. It's a way to learn, to improve, to better understand what made the needle move in one direction or another. With no feedback it's a blind drive." —Andrea Stillacci, Founder and President, **Herezie**

- » “By being very collaborative, and workshopping the brief with our clients, they’re already primed to want to see the ideas that come out of this brief because they’ve been part of the process.” —Kevin Mulroy, Partner and Executive Creative Director, **Mischief @ No Fixed Address**
- » “Agencies shine when they can present a strong, united dynamic where everyone is informed, entrenched and hands-on with the work.” —Tonya, Martin, Co-CEO and Director of Project Management, **Baldwin&**
- » “While AI is creating efficiencies and new ways of working, nothing will replace the power of human creativity.” —Marla Kaplowitz, President and CEO, **4A’s**
- » “Poor briefs, lack of or minimum information, too many agencies invited, unrealistic timings and sometimes, the use of ideas presented without consent and payment are something agencies need to confront most of the time.” —Riccardo Ferraris, Founder and CEO, **Think Catalyst**
- » “It takes a few minutes to write an email or give a phone call and those minutes represent the most positive and constructive way to say, ‘thank you for what you did for us.’ Proper feedback is an important element of our daily personal lives, and it should not be dismissed when it comes to this kind of work. Feedback matters.” —Andrea Stillacci, Founder and President, **Herezie**
- » “Pitches continue to be poorly coordinated and expensive, in both time and money. Marketers: If you do have to pitch, hire a search consultant. They are experts at running an efficient and effective pitch process. Agencies: Learn to say NO to a pitch when you know it’s going to be a mess.” —Mitchell Caplan, Consulting Business Owner, **Agencyappraisal.com**

#### WHITEPAPER: Top 10 things to consider before your next programmatic buy Contributed by ECI Media Management

Before your next programmatic buy, it's essential to clearly define your brand suitability parameters with your agency and ensure effective targeting without overly limiting your reach.

Collaborate with your agency to create a balanced inclusion and exclusion list, focusing on contextual targeting to efficiently reach your audience.

Additionally, emphasize the importance of measurement and transparency, secure appropriate tracking, and stay proactive about strategies for cookie deprecation to maintain performance and optimize results.

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



## FINANCIALS: Driving efficient use of resources



Which holding companies are the highest performing in Q1 2024? Publicis Groupe is gaining momentum with revenue up by 26% from 2021 to 2023 and doubling market cap from 12 billion euros in early 2021 to over 25 billion euros in early 2024. Omnicom is now its closest competitor, in terms of revenue, EBITDA, and net income, but trailing by 50% in market cap. In Q1, M&A activity in Media & Marketing showed significant signs of recovery and hit record Q1 levels, with a 7% YOY increase. The slow but steady increase in activity signals a positive economic outlook across the sector, supported by a healthy worldwide advertising outlook. It appears that recession fears are evaporating and marketing budgets are on the rise. Digital is expected to account for 58% of all marketing spend this year. Not surprisingly, digitally led agencies (across media, digital, adtech, martech, CRM, and data and analytics) continue to attract the most buyer interest, accounting for 44% of all deals.

- The **worldwide advertising outlook** suggests a 5.9% increase in ad spending in 2024 (based on input from the big four—Dentsu, IPG Mediabrands’ Magna, Publicis Media’s Zenith, WPP’s GroupM). The global forecast ranges from +4.8% (from Zenith) and +7.2% (from Magna), for an average of 5.9%. For 2025, the current global forecast is +4.2% (according to Dentsu and GroupM). The US forecast for 2024 is an average of +7.1% (dropping to +2.8% in 2025). The November US presidential election alone is forecast to account for about a third (\$11 billion) of the incremental ad spend in 2024. Dentsu projects digital will increase to 62% of total spend by 2026, compared with 58.2% in 2023.
- Per Joshua Novick at Bondo Advisors about the **advertising sector**: “Google (Alphabet Inc.) leads with a near €2 trillion market cap, about 28 times the combined market cap of Omnicom, Publicis, WPP, IPG, and Dentsu, which totals just €70 billion. Facebook (Meta), the second top player, has a market cap of about €1 trillion—14 times the combined market cap of those top 5 traditional ad giants. Google generated €280 billion, while Meta brought in €122 billion. In contrast, the top 5 traditional ad groups together generated €63 billion. Profit comparison: Google’s net income of €82 billion exceeds the total revenue of the top 5 advertising groups combined (€63 billion).”
- Per **Gartner**, marketing budgets dropped to 7.7% of overall company revenue in 2024 (down from 9.1% in 2023), falling an average of 15% as organizations pursue growth in the “era of less.”
- **Procter & Gamble** generated \$2 billion in annual cost savings by digitally enhancing its supply chain and product development process. The firm is also rolling out new media capabilities, leveraging first-party data and algorithmic solutions to boost reach and optimize marketing.
- Based on the its **Principal Media Report**, the ANA called on its members and brand marketers to revisit media agency contracts and introduce auditing of so-called principal media sales to prevent conflicts of interest.
- Per TrinityP3 marketing management consultancy and its **State of the Pitch report**, 89% of agencies unsuccessful in pitches were not paid a fee by the client. 5% of agencies were paid up to \$10,000 each, 1% were paid between \$10,000 and \$20,000, and 1% were paid more than \$20,000.
- Stating “Marketing procurement seeks better, smarter metrics in 2024,” the WFA published a new report, “**Setting and delivering targets in marketing procurement**,” that looks at how targets are being set (and delivered). Key insights: Annual marketing budgets are expected to increase in 2024. Saving expectations for 2024 are higher than 2023. Companies are defining savings in many ways.
- The 4A’s and the ANA jointly published a report, “**Decoding Compensation Models and Implementing the Right Model**,” exploring alternative compensation models that focus on better outcomes for both brands and their agencies and reviewed pros and cons of various models in detail, including fixed fee, hourly rate, commission, performance, and subscription.
- Per **Michael Farmer**, chairman and CEO of Farmer & Company: “42% of the top 50 advertisers increased their sales by less than 2% over the last 13 years despite media spend increases of 300%, increases in SOW deliverables of 300%, and GDP growth of 31%. The massive increase in media spend and SOW deliverables generated poor yields for nearly half of the world’s top advertisers. Badly designed SOWs are surely one major cause. Too many SOWs are simply designed to ‘cover all media channels,’ as if total channel coverage were the route to brand success. Too much media money is being spent for meager returns.”
- Per Ciesco, **M&A activity in Media & Marketing** shows significant signs of recovery and hit record Q1 levels, with a 7% YOY increase. Global M&A activity is on the rise, including across Content, Production, Events, Media and Analytics. Growth is strong among the Content/Production, Agency Services, and Events sectors, while Traditional Media has more than doubled Q1 2023 activity. Strategic acquirers lead the activity, though the top 10 buyers list features both strategic and private equity; STPR, Accenture, and Atrivia were the most active buyers.
- Kerry McKibbin of Mischief @ No Fixed Address, tackles “**9 Arguments Against Timesheets and for Modern Compensation Models**,” laying out ways for agencies to better structure payments. She first argues against “Timesheets are the only way to measure value.” She then dissects the following: “How do you manage pricing? Timesheets help us cost things out; How do you manage scope creep or change? What about benchmarking?; How do you forecast and recognize revenue without measuring effort?; How do you prevent passionate teams from going too ‘all out?; How do you know if you’re going to be profitable?; But timesheets are a way to stay honest about lift; How do you show transparency to clients?; How can clients compare one agency with another if they don’t have a rate card or breakdown of hours?”

## Holding company financial performance:

- **WPP** reported €3.4B in Q1 FY24 revenue (or \$4.3B), a reduction of 1.4% YOY and negative organic growth of 1.6%. Growth in the UK and Western Continental Europe was offset by declines in North America and Asia-Pacific, which saw strong growth in India offset by a decline in China. Global Integrated Agencies revenue less pass-through costs declined by 0.7%, with 2.4% growth in GroupM offset by a 3.3% decline at integrated creative agencies after the loss of assignments at a healthcare client and reduced spend at technology companies. New client assignment wins came from AstraZeneca, Canon, Molson Coors, Daiichi Sankyo, Nestlé, Perfetti, Perrigo, Rightmove, and Telefónica. Q1 net new billings were \$0.8B. Burson, GroupM, and VML are on track to deliver targeted in-year savings.
- **Omnicom** reported Q1 FY24 revenue of \$3.6B with organic growth of 4% and operating income margin of 13.8%. Reported revenue in the first quarter of 2024 increased by \$187.2 million, or 5.4%, to \$3,630.5 million. Worldwide revenue growth in the first quarter of 2024 compared to the first quarter of 2023 was led by an increase in organic growth of \$136.9 million, or 4%. Organic growth by discipline (YOY): 7% for Advertising & Media; 4.3%, Precision Marketing; 9.5%, Experiential; 2.1%, Healthcare; 3.8%, Branding & Retail Commerce; 1.1%, PR. Salary and service costs increased \$149.7 million, or 5.9%, to \$2,692.6 million, mostly due to salary and related cost increases and the acquisition of Flywheel Digital. EBITA was \$500.4 million, with a 13.8% margin.
- **Interpublic Group** reported \$2.5B in revenue for Q1 FY24, up 0.3% YOY with organic growth of 1.3%. Net income was \$110M with a 9.4% margin on net revenue. Data- and tech-driven media offerings, healthcare marketing, and PR capabilities continued to perform strongly. Key highlights include further embedding precision and performance into the integrated, full-funnel media solutions, integration of technologies such as generative AI into marketing services capabilities (including the partnership with Adobe to speed content ideation, creation, production, and activation), and proprietary best-in-class Acxiom data. Staff cost ratio is at 72.1%. The firm targets a 16.6% EBITA margin for the full year.
- **Publicis Groupe** reported €3.3B (\$3.5B) in revenue for Q1 FY24, up 4.9% YOY, with 5.3% organic growth due to solid performance across all regions: Continued strong growth in the US (which represents 60% of revenue) at +5% driven by data and media, Europe at +6% on top of a strong comparable in Q1 2023, and China accelerating at +7%. The group claims to grow twice as fast as the industry average. A few highlights: Publicis is expected to post the highest organic growth in the industry. Epsilon is reporting 7.2% organic growth fueled by interest in digital media and data. 3,033 main clients represent 92% of the group's net revenue.

- Other groups: **Dentsu** posted a 3.7% decline in organic growth in Q1 FY24 as a result of client losses and a soft market for its customer transformation and technology division. Japan was the strongest performing region with organic growth of 2.4% (also the firm's largest region, accounting for 43% of its revenue). The group reiterated full-year guidance of approximately 1% organic growth. Vivendi subsidiary **Havas Group** reported net revenues of 617 million euros for Q1 FY24 with organic growth of 2%. North America reported an organic net revenue decline of 4% while Europe grew by 5.5%. Havas acquired three companies: B2B specialist agency Ledger Bennett, social marketing agency Wilderness, and digital transformation consultant Ted Consulting. Key new business wins included FedEx in Europe (creative) and Famous Footwear in the US (media). **Stagwell** reported strong 2023 results with \$2.5B revenue, \$270M in net new business, and \$30M in operational efficiencies. In Q1 FY24, the firm reported \$670M in revenue, an 8% YOY increase, organic growth of 5% fueled by the double-digit growth of the Performance Media & Data Capability, a 17% margin, and net new business wins of \$66 million. Stagwell also strengthened its offering by welcoming the agencies Team Epiphany, Sidekick, Pros, and What's Next Partners to the Stagwell family in Q1. **S4 Capital** reported an organic net revenue decline of 11.7% and a net revenue decline YOY of 14.9%, due to slower tech sector activities and reduced budgets, requiring the firm to cut staff (now 7,598, a 13% YOY reduction).

To recap Q1 FY24 results of the top four holding companies, excluding Accenture Song (part of Accenture), Dentsu, Havas Group (part of Vivendi), Stagwell, S4 Capital, and others:

Holding Company	FY24 Q1 Revenue	FY24 Q1 Organic Growth	FY24 Q1 EBITA Margin
WPP	\$4.3B	-1.6%	16%
Omnicom	\$3.6B	+4%	13.8%
Publicis Groupe	\$3.5B	+5.3%	18%
Interpublic Group	\$2.5B	+1.3%	9.4%

## Mergers and acquisitions (M&A) activity:

- **Havas** acquired Dubai-based e-commerce and retail media firm Liquid, with clients such as Nestlé, PepsiCo, Beiersdorf, and Procter & Gamble. Renamed Liquid Havas, the agency will become part of Havas Market, the e-commerce practice launched in 2020, which operates in 30+ markets worldwide.
- **Havas** acquired French digital transformation and data consultancy firm Ted Consulting, which helps clients automate business processes with artificial intelligence-infused robotic process automation technology. The firm will join the organization under Havas Media Network's business science division and expand the group's capabilities in data, automation, robotization, and AI.

- **The Shipyard** acquired Fahlgren Mortine, one of the top 20 firms in the nation (O'Dwyer's), and Mid-Sized Agency of the Year as designated by the Public Relations Society of America. The Shipyard will maintain the Fahlgren Mortine brand and now have access to expanded media buying volume, creative firepower, and data and analytics resources. The combined company represents \$350M in billings, 400 professionals, and 10 offices.
  - **Billups**, a global OOH managed-services agency, acquired New Zealand-based OOH agency Billie Media in a move to enhance media performance via its analytics platform in the region and to leverage Billie Media's in-house technology, creative optimization, and measurement solutions.
  - **BarkleyOKRP** acquired Adlucent (from Advantage Solutions), a performance media and marketing technology company that creates custom paid media strategies for retail and service companies across search, display, social, and retail media networks. Adlucent is considered Google's largest shopping ads agency in the US.
  - **Stagwell** acquired São Paulo, Brazil-based brand and marketing consultancy Pros Agency (with clients like Amazon, Mondelēz, Porto, and Kimberly Clark), which is now aligned with its global marketing network Allison. The agency offers creative planning and production, influencer marketing, digital PR, and other brand capabilities.
  - New York-based independent, full-service, creative media agency **Modco Media** acquired Cavera, a Canadian-based digital marketing agency specializing in customer experience, design, and web development, catering primarily to midsize e-commerce brands and public sector organizations.
  - London-based consultancy **MediaSense** acquired PwC's UK marketing and media business in a move to help MediaSense scale and improve its capabilities and offerings to clients while integrating PwC's relationships and team into the business.
- » "We're positioning Omnicom for that day where we can depend upon proving to our clients that we can improve their outcomes, and we should be paid differently for it. So that's the mission and we're on the path already." —John D. Wren, Chairman and CEO, **Omnicom Group**
  - » "You need to accept that transformation is more a mindset than a goal." —Javier Meza, President, Marketing, and Europe CMO, **The Coca-Cola Company**
  - » "We need marketers, procurement teams, and consultants to make sure they treat agencies with professional respect and dignity and not treat them like just some commodity supplier to be rough-housed and beaten about." —Darren Woolley, Founder and Global CEO, **TrinityP3**
  - » "Most agencies do pitches, including us. Sometimes we win, sometimes we don't. What strikes me it's how marketing directors underestimate the value of their post-pitch feedback and it strikes me even more when the work done during the process has not been remunerated." —Andrea Stillacci, Founder and President, **Herezie**
  - » "CMOs are living in an 'era of less.'" —Ewan McIntyre, VP Analyst and Chief of Research, **Gartner**
  - » "Ultimately the chosen remuneration model will dictate the type of relationships clients want to have with their agencies." —Laura Forcetti, Director, Marketing Services Asia Pacific, **WFA**
  - » "By starting with 'What is the value?' rather than 'What is the cost?' you begin to arm yourself with a deep understanding of the value you're creating for your client." —Tim Williams, Founder and Partner, **Ignition Consulting Group**
  - » "Without a compelling creative idea, you can have all the technology solutions in the world, but you got to compel the consumer to buy the product." —Philip J. Angelastro, Executive Vice President and Chief Financial Officer, **Omnicom Group**
  - » "The industry needs to shift the approach to remuneration to focus on the work with clients paying for deliverables and recognizing the need to also compensate for technology." —Marla Kaplowitz, President and CEO, **4A's**
  - » "Value isn't about time; it's about great quality in the work relative to overall price." —Kerry McKibbin, Partner and President, **Mischief @ No Fixed Address**

#### Noteworthy quotes:

- » "Feedback and remuneration both matter. Not just feedback. No one orders a pizza, eats half of it and then refuses to pay. Especially when they really wanted an ice cream. Remuneration helps focus the mind on whether you want a pizza or an ice cream." —David Butler, Global Planning Director, **Leo Burnett**
- » "I think the most important element is every unit, every manager, every CEO understands that productivity is a core enabler to growth. So, it's within the DNA." —Andre Schulten, CFO, **P&G**

Per COMvergence, the following table and graphics showcase the world's largest advertisers based on 2023 total net media spend:

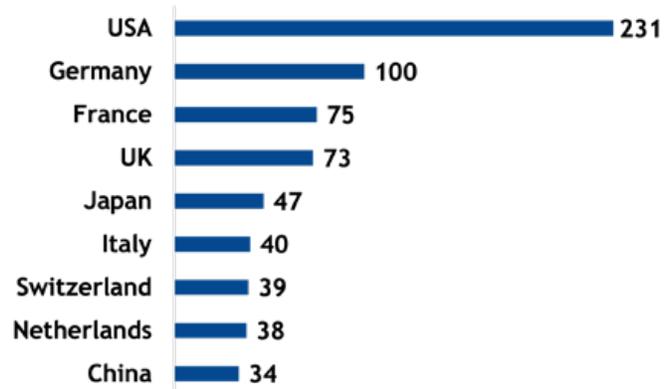
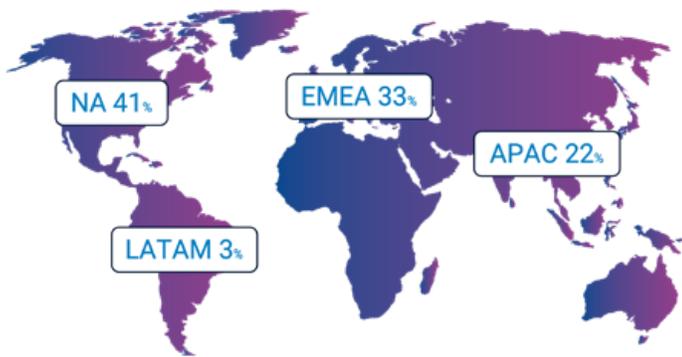
	ADVERTISERS	Global Media Spend 2023 in USD	Growth rate vs. 2022	Share of Digital Spend %
1	Procter & Gamble (P&G)	9B	+4%	46%
2	Amazon	5B	-3%	65%
3	Unilever	4.8B	-1%	50%
4	L'Oréal	4B	-1%	62%
5	Disney	3.3B	-3%	53%
6	Nestlé	2.8B	+10%	53%
7	Apple	2.7B	-3%	65%
8	Renault-Nissan	2.6B	+7%	50%
9	McDonald's	2.6B	+3%	40%
10	Coca-Cola	2.3B	-9%	48%
11	Google	2.2B	-13%	64%
12	Stellantis	2.2B	+8%	45%
13	Volkswagen Group	2.2B	+5%	54%
14	PepsiCo	2.1B	+5%	47%
15	General Motors	2B	-12%	42%

	ADVERTISERS	Global Media Spend 2023 in USD	Growth rate vs. 2022	Share of Digital Spend %
16	Reckitt	2B	+9%	41%
17	Mondelez	1.8B	+10%	52%
18	Ford	1.8B	+8%	60%
19	LVMH	1.8B	+11%	63%
20	Yum! Brands	1.7B	-1%	50%
21	Mars	1.7B	+10%	53%
22	Hyundai	1.6B	+6%	48%
23	Telekom Deutschland	1.6B	-3%	49%
24	Pfizer	1.5B	+13%	54%
25	Samsung	1.5B	-30%	64%
26	Toyota	1.5B	-14%	35%
27	GlaxoSmithKline	1.4B	+5%	37%
28	AbbVie	1.3B	+23%	27%
29	NBC Universal	1.3B	-12%	53%
30	Ferrero	1.3B	-11%	34%

The top 1,000 advertisers represent a total media spend of \$200B...

Which breaks out as follows:

With HQs in the following countries:



## 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 about [RosterDeliver](#).

Approved Capabilities

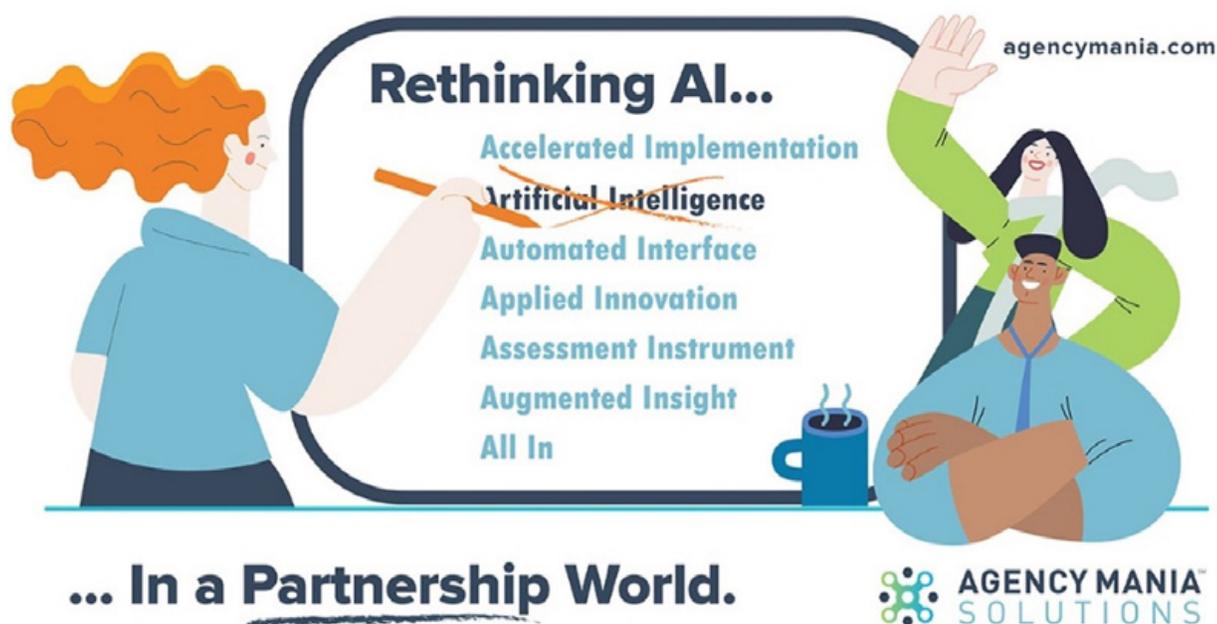
You need reliable, information.

**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 do not receive media attention and therefore are not included here.

- Software company **Adobe** kicked off a review of its creative account. Incumbent agencies such as creative shop 72andSunny and design agency Tolleson are expected to defend.
- Organic meat brand **Applegate**, a Hormel Foods company, selected independent agency BarkleyOKRP as its creative AOR, the first major win for the agency since Barkley and OKRP merged. Barkley has overseen creative and strategy for Hormel Foods' Justin's brand since 2019.
- **BlackRock** kicked off a review of its global creative business. Incumbent agency WPP's Ogilvy and others are expected to defend.
- **Christina Aguilera Fragrances** selected Kubbcoco as its social media AOR following a review. The agency will handle social media strategy, production, brand presence, and community management for the portfolio fragrances Signature, Definition, and Xtina.
- Leading outdoor retailer **Christy Sports** selected TDA Boulder as its creative AOR following a review. The agency will handle all creative and strategy including branding, print, video, and content creation.
- Florida-based, family-owned furniture store **City Furniture** selected Miami-based agency Alma as its strategic and creative AOR following a review, in a move to develop its new and long-term brand platform.
- **Columbia Sportswear** kicked off a review of its creative account. Incumbent IPG's McCann Worldgroup is expected to defend.
- **Constellation Brands** kicked off a creative review for its Corona Extra brand (including brand flagship Corona Extra and Corona Light). Incumbent MullenLowe West is expected to defend.
- **E&J Gallo Winery** selected VaynerMedia LA as its creative AOR in the US for the Barefoot Wine brand following a review. The agency will handle all creative and organic social media for the brand in partnership with other roster agencies.
- San Jose, California-based e-commerce retailer **eBay** kicked off a review of its global media account as part of a global transformation and centralized model that provides global efficiencies. Incumbent media agency GroupM's EssenceMediacom is expected to defend.
- Caleres Inc.'s **Famous Footwear** brand selected Havas Media Network as its media AOR following a review and replacing Cincinnati-based incumbent Empower Media. The agency will handle all media planning and buying for the 860-store footwear retail chain.
- Restaurant Brands International-owned and Florida-based sandwich chain **Firehouse Subs** selected Orchard as its creative AOR and PHD as its media AOR following a review, replacing incumbent The Richards Group. The AORs will collaborate with Chicago-based Quality Meats for activations and partnerships; Columbus, Ohio-based 500 Degrees for merchandising; Norwalk, Connecticut-based ICR for PR; and London-based Jones Knowles Ritchie for design.
- **Foot Locker** selected independent shop Within as its media AOR for North America following a review. The agency will handle digital media planning, buying, reporting, and optimization for Foot Locker, Champs Sports, and Kids Foot Locker.
- Fashion accessory marketer **Fossil Group** selected Stagwell media agency Assembly as its global integrated media AOR following a review. The agency will handle all global integrated media efforts across paid, earned, and owned media channels for the many brands—Fossil, Michele, Relic, Skagen, and Zodiak, and licensed brands (Armani Exchange, Diesel, DKNY, Emporio Armani, Kate Spade New York, Michael Kors, and Tory Burch).
- **Frontier Communications** selected McCann New York as its creative AOR. The agency, which handles all creativity, content, audience and connections, and design duties, released its first campaign, "Good to Go."
- San Francisco-based clothier **Gap Inc.** selected Omnicom Group as its media AOR following a review. The agency will support its many brands—Old Navy, Banana Republic, Athleta, and Gap in the US, Japan, and Canada—replacing incumbents PHD and PMG. A team from across Omnicom Media Group, including OMD, PHD, and Hearts & Science, will serve the client.
- **Goodyear Tire and Rubber Co.** kicked off a review of its creative account. Incumbents GSD&M and Colle McVoy are expected to defend.
- Fermented food and beverages marketer **GT's Living Foods** selected Canvas Worldwide as its new media AOR, replacing incumbent Stagwell's Assembly.
- **Hershey Co.** kicked off a review of its US media account in a move to consolidate its media activities across the snack giant's candy, mint, and gum unit as well as its salty and protein business units. Incumbents Dentsu, Horizon Media, Harmelin Media, and Omnicom are expected to defend. Responsibilities include connections planning, integrated investment, and activation across all channels, technology, analytics, and media operations.
- The home goods retailer **Ikea** selected Dentsu's Carat as its media AOR in the US, replacing six-year incumbent Wavemaker, part of WPP's GroupM. Dentsu already handles media in other global markets, including Canada, China, South Korea, UK, Ireland, Sweden, Spain, Finland, Denmark, Slovakia, and Hungary for the brand.
- Consumer health company **Kenvue** (a spinoff from Johnson & Johnson and owner of brands like Listerine, Neutrogena, Aveeno, Tylenol, Band-Aid, Motrin, Benadryl, Clean & Clear, Lactaid, and Rogaine) selected Interpublic Group of Cos.' FCB and Omnicom's BBDO as its AORs across several of its brands. The firm will continue to work with Stagwell's Doner and Deutsch NY.

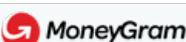
- Fintech company **MoneyGram** selected four agencies as its AORs following a review: Prophet for brand strategy, Cutwater for creative and production (including TVC, OLV, social, retail, and display), DEPT UK for social, and iProspect for media.
- **Northwestern Mutual** kicked off a review of its media account in the US. Incumbent Horizon Media's performance marketing arm, Horizon Next, is expected to defend.
- Restaurant chain **Panda Express** kicked off a review of its creative business. Incumbent agency The Many is expected to defend.
- Feminine hygiene brand **pH-D** selected Cincinnati-based Curiosity as its creative and social AOR following a review, replacing New York-based incumbent and woman-owned Fancy.
- Burger chain **Red Robin** selected Carmichael Lynch as its creative AOR following a review. The agency will handle strategy, creative advertising campaigns, strategic brand stewardship, in-market activations, and social. The client previously worked on a project basis with various agencies.
- Detroit-based **Rocket Cos.** kicked off a review of its \$875M media account, which comprises brands such as Rocket Mortgage, Rocket Homes, Rocket Money, Lendesk, Amrock, Core Digital Media, and Woodward Capital Management. Incumbent IPG's Universal McCann is expected to defend.
- Global paint, primer, and coatings brand marketer **Rust-Oleum** selected Dallas-based Arm Candy as its media AOR. The agency will handle integrated strategy, media planning and buying, all retail media, and media mix modeling.
- Supermarket chain **Stop & Shop** (owned by Dutch food retail group Ahold Delhaize) selected Cincinnati-based Curiosity as its creative AOR following a review, replacing incumbent McKinney. Curiosity, a standout on Ad Age's 2024 Agency A-list, will handle branding, strategic planning, and creative campaigns.
- Luxury jewelry brand **The David Yurman Company** selected Omnicom Media Group's PHD as its global media AOR following a review and replacing incumbent mSix&Partners (now T&Pm). The agency will handle all traditional and digital media in the US, Canada, France, and the UK and rely on its Omni platform and AaaP operating model.
- Stamford, Connecticut-based sustainable home furnishing brand **The Lovesac Co.** selected Omnicom Media Group agency Hearts & Science as its media AOR in the US, replacing incumbent Marketsmith. The agency will handle integrated media strategy, planning, buying, and measurement, while leveraging Omnicom's data platform, Omni.
- Natural pet food company **Wellness Pet** selected Stagwell-owned Colle McVoy as its full-service AOR following a review. The agency will handle all duties for the brand portfolio, including Wellness, Wellness WHIMZEES, Wellness Old Mother Hubbard, Wellness Good Dog, Wellness Good Kitty, Sojos, Holistic Select, and Eagle Pack.
- Saucy chicken restaurant chain **Zaxby's** selected Dentsu X as its media AOR following a review, replacing incumbent Empower Media. The agency will handle all media buying and planning for the brand.



Check out our article "**Rethinking 'AI' in a Partnership World: Advice for Advertisers and Agencies**": What if "AI" meant something more than artificial intelligence? Discover 6 surprising and effective ways this popular abbreviation can improve agency partnerships.

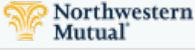
Agency roster summary:

IP= Review in Progress, Unk= Unknown

COMPANY LOGO	CLIENT	INCUMBENT	CHANGE/SCOPE	FOCUS AREA	NEW AGENCY	REVIEW?
	Adobe	72andSunny, Tolleson <i>(expected to defend)</i>	Creative	Unknown	IP	Y
	Applegate	Unknown	Creative AOR	Unknown	BarkleyOKRP	Unk
	BlackRock	Ogilvy & Others	Creative	Global	IP	Y
	Christina Aguilera Fragrances	Unknown	Social Media AOR	Unknown	Kubbco	Y
	Christy Sports	Unknown	Creative AOR	Unknown	TDA Boulder	Y
	City Furniture	In-house	Strategic & Creative AOR	US	Alma	Y
	Columbia Sportswear	McCann Worldgroup	Creative	Unknown	IP	Y
	Constellation Brands	MullenLowe West <i>(expected to defend)</i>	Creative	Unknown	IP	Y
	E&J Gallo Winery	Unknown	Creative AOR	US	VaynerMedia LA	Y
	eBay	EssenceMediacom <i>(expected to defend)</i>	Media	Global	IP	Y
	Famous Footwear	Empower Media	Media AOR	US	Havas Media Network	Y
	Firehouse Subs	The Richards Group	Creative AOR	US & Canada	Orchard	Y
	Firehouse Subs	The Richards Group	Media AOR	US & Canada	PHD	Y
	Foot Locker	Unknown	Media AOR	NAM	Within	Y
	Fossil Group	mSix <i>(EMEA)</i>	Integrated Media AOR	Global	Assembly	Y
	Frontier Communications	Unknown	Creative AOR	Unknown	McCann New York	Unk
	Gap Inc.	PHD, PMG	Media AOR	US, Japan, Canada	Omnicom Group	Y
	Goodyear Tire and Rubber Co.	GSD&M, Colle McVoy <i>(expected to defend)</i>	Creative	Unknown	IP	Y
	GT's Living Foods	Assembly	Media AOR	Unknown	Canvas Worldwide	Unk
	Hershey Co.	Dentsu, Horizon Media & Others <i>(expected to defend)</i>	Media	US	IP	Y
	Ikea	Wavemaker	Media AOR	US	Carat	Unk
	Kenvue	Doner & Others <i>(maintain partnership)</i>	Creative	Unknown	FCB, BBDO	Y
	MoneyGram	Unknown	Brand Strategy	Unknown	Prophet	Y
	MoneyGram	Unknown	Creative & Production	Unknown	Cutwater	Y
	MoneyGram	Unknown	Social	Unknown	DEPT UK	Y
	MoneyGram	Unknown	Media	Unknown	iProspect	Y

Agency roster summary:

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COMPANY LOGO	CLIENT	INCUMBENT	CHANGE/SCOPE	FOCUS AREA	NEW AGENCY	REVIEW?
	Northwestern Mutual	Horizon Next <i>(expected to defend)</i>	Media	US	IP	Y
	Panda Express	The Many <i>(expected to defend)</i>	Creative	Unknown	IP	Y
	pH-D	Fancy	Social AOR	Unknown	Curiosity	Y
	Red Robin	Various Project-Based Agencies	Creative AOR	Unknown	Carmichael Lynch	Y
	Rocket Cos.	Universal McCann <i>(expected to defend)</i>	Media	US	IP	Y
	Rust-Oleum	Unknown	Media AOR	Unknown	Arm Candy	Unk
	Stop & Shop	McKinney	Creative AOR	US	Curiosity	Y
	The David Yurman Company	mSix&Partners	Media AOR	US, UK, Canada, France	PHD	Y
	The Lovesac Co.	Marketsmith	Media AOR	US	Hearts & Science	Unk
	Wellness Pet	Unknown	Full-Service AOR	Unknown	Colle McVoy	Y
	Zaxby's	Empower Media	Media AOR	Unknown	Dentsu X	Y

## Agency Mania 2nd Edition

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

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**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