

# Industry Update

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

September - October 2024 | Volume 78



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### EXECUTIVE SUMMARY: September - October recap

We've been busy, and not just at Agency Mania Solutions—the entire global marketing industry is booming. It's expected to reach \$2.4 trillion in 2024, with US advertising estimated to grow by 11.4%, according to experts.

New agencies are launching. Existing agencies are streamlining, reorganizing, and simplifying how they work and engage with clients. They are investing in talent and technology.

Recent examples are Omnicom, which reorganized its advertising agencies and networks. Interpublic Group launched its Mediabrands Health Center of Excellence.

As AI shows up in every headline, everyone seems to be experimenting, testing, learning, and investing time and resources to extract more value.

AI creative tools such as Wordtune, Captions, HeyGen, Nextatlas, and Perplexity, to name a few, continue to proliferate as advertising and creative agencies look for an edge over their competition.

Brands are also watching with great interest and piloting the use of these tools.

The race is on. Who will come out on top?



**Bruno Galpois**  
Co-Founder and Principal,  
Agency Mania Solutions

**TALENT: Securing the right talent and resources**

10,500 athletes across 32 sports and 329 events, 206 participating nations, over 1 million tickets sold, 19 world records in seven sports, and a memorable Seine River marathon swim. So yes, one of the advertising highlights of recent months was the Olympics. About 30.6 million people on average watched the Paris Games on Comcast's US media outlets each day (including channels NBC, USA, and the Peacock streaming service), an 82% increase from the Tokyo Olympics, twice the US audience, and twice the number of streams (218 million). The focus in the US is now on the presidential election. Advertising is doing well.

- The Association of National Advertisers (ANA) launched its **Data Excellence and Privacy Practice's Data Visualization Playbook** to equip marketers and practitioners with practical techniques and best practices to harness the full potential of data visualization.
- Three pieces of relationship advice from independent agency Venables Bell + Partners, on being "**Better Together**," courtesy of the ANA:
  - 1) Thinking you know better.  
Treatment: Leave the egos at the door.
  - 2) Wanting to protect us from the mess.  
Treatment: Be ruthlessly honest.
  - 3) Treating it like a competition.  
Treatment: Put us in a box (nicely).
- WPP's GroupM announced an exclusive "**integrated commerce solution**" partnership with Pacvue, a platform that manages commerce and analytics for major retail marketplaces, including Amazon and Walmart. Exclusive terms include:
  - 1) Access to unified Amazon Marketing Cloud (AMC) Analytics via the direct integration of GroupM's diagnostics and visualizations
  - 2) Data integration powered by GroupM and custom GroupM rules and algorithms
  - 3) Retail operations via an easy-to-use interface and reporting dashboard
- Per Forrester Research, 63% of Fortune 500 companies have a **CMO** on their leadership team, reporting to the CEO. This varies by industry: financial services and insurance (91%), utilities and telecommunications (88%), retail and wholesale (86%), high-tech manufacturing (79%), media, entertainment, leisure and hospitality (69%), healthcare (65%). 84% of B2C Fortune 500 companies have a conventional CMO role, compared with 48% of B2B firms.
- An increasing number of agencies, such as Beers With Friends, Barrett Hofherr, Liquid Agency, Fortnight Collective, Crema Agency, X&O, Luquire, nice&frank, and Dept, are experimenting with **sprint models, spark sessions, or lean collaborative solutions**. The aim is to produce quick-churn and high-value concepts within a few days to weeks and at a fixed price. Some of these agencies rely on in-house talent while others tap freelance resources based on client requirements.
- Per Ryan Michlitsch, **10 ways to keep clients long term**:
  - 1) Stay connected with your team
  - 2) Rotate resources
  - 3) Get out of your own way
  - 4) Challenge your own expectations
  - 5) Quality over quantity
  - 6) Be in tune with your client
  - 7) Be strategic about how you frame your work
  - 8) Keep yourself entertained
  - 9) Encourage play
  - 10) The next step is to take those templates and ... throw them away
- The 4A's published its Standard for "**Agency Operations & Business Transformation**," the first playbook for AOBT professionals. Produced by its members (agencies of all sizes), the AOBT Standard includes topics such as Capacity & Resource Management, Operations & Financial Stewardship, Change Management for Agency Operations, Technology Investment, Management, Adoption & AI, Macro Scope of Work Management, and Business Intelligence.
- Per Ad Age, **new specialty agencies** are emerging: Adolescent Content, a certified women- and minority-owned agency, focusing on the Gen Z market and influencers; Openly Gray, focusing on helping brands reach consumers 50 and older; Grace Creative, a woman-owned agency, focusing on reaching women over 50; Heads in the Sky Drones, focusing on helping brands create drone shows; Backbone, a PR agency focusing on outdoor and active lifestyle; Biite, an agency focusing on connecting brands to food culture; and Supernatural AI and Rehab Agency, focusing on helping brands leverage AI or develop AI solutions.
- Per AKA, brands can engage in understanding **agency culture** in the following ways:
  - 1) Ask about the culture
  - 2) Prioritize long-term relationships
  - 3) Respect work-life balance
  - 4) Invest in the partnership
  - 5) Get to know your project team
- Per Ad Age, recent large brand **wins by small independent creative agencies**: Austin-based Preacher with GMC; New York-based Bandits & Friends with Liberty Mutual Insurance; New York-based nice&frank with Häagen-Dazs; Portland, Oregon-based Opinionated with Panda Express.

## New agencies or capabilities, restructurings, and reorganizations

- Omnicom reorganized its advertising agencies and networks—including creative networks BBDO, DDB, and TBWA, and leading agencies within the Advertising Collective (Goodby Silverstein & Partners, GSD&M, Merkley & Partners, Zimmerman, etc.)—into a single unit called the **Omnicom Advertising Group**. The move intends to scale innovation and knowledge sharing across the holding company’s creative networks. Clients now have access to a wider range of talent. The move is similar to the way other parts of the company are organized by practice area: Omnicom Media Group, Omnicom Health Group, Omnicom Precision Marketing Group, and Omnicom Public Relations Group.
- Former Walmart client—agency staffers teamed up to launch a new firm called **Beers With Friends** as an alternative to traditional AOR models. The new entity delivers marketing solutions in five-day ideation “sprints” that they call “beer runs” (available in single “servings” or “packs” of four, six, and 12). A curated team of experts collaborates during intensive problem-solving sessions. Existing clients include Virgin Galactic, Perfect Bar, and Hally Hair.
- A new women-founded, New York-based creative agency called **Slim** has launched, designed to provide clients with smaller teams, bigger talent, and fewer hierarchical layers. Lyft, SoulCycle, and Chomps are among the firm’s inaugural clients. The agency’s adaptive hybrid model bridges the gap between in-house work and outsourcing, working closely within brand and marketing teams to produce strategy, creativity, and production.
- Interpublic Group launched **Mediabrand Health**, a specialist unit to provide “scaled, global media services.” The unit works with sibling agencies, and with IPG Health’s customer intelligence product SOLVE(D) and data practice Acxiom Health to better unify the firm’s healthcare solutions.
- New Rockville, Maryland-based creative agency **Notorious111** launched, after being previously owned by WPP-owned communications agency Burson. HZ’s five women leaders now own the agency. Clients include Volkswagen, Monumental Sports, and Kawasaki.
- **Publicis Groupe’s Digitas** launched the next generation of its social offering S.W.A.T. (Share-Worthy and Trending) in partnership with TikTok, KERV.ai, GoPuff, and Epsilon Digital. S.W.A.T. allows clients to design shoppable social experiences that heighten engagement with target audiences.
- London agency **BMB** launched BMB Forge, a new brand strategy and design offering, providing end-to-end brand development—from initial strategy to visual identity.

## AI (artificial intelligence)

- Per **Stagwell**, in the first two quarters of this year, Microsoft capital expenditures reached \$33 billion, driven by AI investments. Meta raised predictions for its 2024 spending bill twice, to up to \$40 billion—it spent \$8.5 billion in the second quarter on AI computing infrastructure alone. At the time of the report, Google said it planned to spend at least \$12 billion on AI per quarter for the remainder of the year.
- **Oliver** launched a new generative AI tool, Slipstream, to enable clients to build more effective, complete creative briefs and elicit better results from their agency partner. Built with Weaviate, Slipstream is to reduce the end-to-end effort expended from brief through client acceptance by 50%.
- Per the **4A’s**, more than 80% of agencies use generative AI for up to half of their work.
- Per McKinsey, top **gen AI risks** are strategy; impaired fairness; intellectual property infringement; data privacy and quality; malicious use; security threats; performance; and “explainability.”
- The 4A’s published its **State of Generative AI Inside US Agencies 2024**. The members-only report shows how agencies integrate AI into their offerings, focusing on enhancing productivity alongside content, media, SEO, and internal use cases while navigating the legal, commercial, and emotional barriers.
- Per Ad Age, **new AI tools** being leveraged by agencies: ElevenLabs (to create and alter synthetic voices), Ideogram (image-generation technology), Polycam (to create lifelike, natural-looking 3D scenes and subjects), Runway (focusing on image and video), Suno (an AI music generator, to “inspire” new ideas), Superhuman (for email management), ThoughtSpot (for big data analytics in real time), Topaz Labs (photo and video enhancement software), Waldo (for pitches, brand strategy, creative).
- Omnicom Group’s **DDB Worldwide** launched several bespoke tools. One is a chatbot tool called LesGPT to help marketers “shape briefs into usable campaign inspiration.” Another is BadIdeasBot to source a multitude of ideas for the purpose of creative inspiration and new campaigns. DDB states that 10% of its workforce of 6,000 people are now weekly active users of these tools.
- A report by JFE International Consultants, “**How AI Will Disrupt Agency Compensation Models**,” looks into how agencies are using AI, what investment they are making and in what forms, and how they plan to monetize their investment.
- Per the **2024 State of Marketing AI Report**, 67% say a lack of education and training is a top barrier to AI adoption in marketing, followed by lack of awareness and understanding (56%), lack of strategy (43%), and lack of talent with the right sets (40%). Other barriers: lack of resources, fear of mistrust of AI, lack of ownership and governance, lack of executive support or vision, and lack of technology infrastructure.



## Company profiles

- **Preacher** is a full-service creative company based in Austin, Texas. The agency states that it partners with brands, products, and services it truly believes in, and markets them with conviction, craft, and soul. They call it “spreading the good word.” Agency services include advertising, branding and brand strategy, marketing, digital, retail, experiential, and design and identity. Clients include Coca-Cola, Foot Locker, ESPN, YETI, The Container Store, We Transfer, and Shake Shack.
- **Quality Meats Creative** is a small, Chicago-based integrated advertising and creative agency with an office in Austin that’s built like a production house. Their approach is “Nobody cares what you have to say (not you, but your brand),” promoting work that is honest and makes people care. Services include brand strategy, creative, production, and communication strategy. The shop opened in the middle of pandemic (2020). Clients include Huggies, Samsung USA, DoorDash, Kimberly-Clark, Regal Cinemas, and Cava. The agency was awarded Ad Age Small Agency of the Year (11 – 75 employees).
- **Oliver** is a London-based advertising services firm dedicated to designing, building, and running bespoke in-house agencies and ecosystems for brands. Capabilities include organization transformation, performance marketing, brand-building content and social, integrated campaigns, e-commerce, production, experience planning and UX design, consulting, digital platforms, and SEO. It operates in 46 countries, with 3,000 staff and 19 offices. The firm is part of the Inside Ideas Group (IIG), which combines specialties from Adjust Your Set (content and culture), Dare (design, experience, and engineering), and Aylesworth Fleming (property marketing). IIG joined marketing technology firm The Brandtech Group (formerly You & Mr Jones) in January 2019. Key strengths are brand-immersed teams, offshore production resources, and proprietary technology. Client solutions include Unilever’s U-Studio (a platform used by almost three-quarters of Unilever’s brands globally) and Adidas’ offshore hub. Other clients: Dove, Rexona, Axe, Closeup, Google, Pepsi, Microsoft, PayPal, Bayer, Venmo, Reebok, Philips, BMW, The Guardian, and WestJet. In 2020 they were ranked #1 in Adweek’s Fastest Growing list (US) and were Adweek’s Fastest Growing Large Agency 2020 – 2021 North America.

## What is the key to cross-agency teamwork?



agencymania.com



Check out our article “[Breaking Silos: The Key to Effective Cross-Agency Teamwork](#)” to uncover how brand advertisers can foster collaboration, enhance communication, and drive collective success!

**Noteworthy quotes:**

- » “Agencies get the clients they deserve.”  
—Linda Boff, CEO, **Said Differently**
- » “I am teaching myself to use new tools because I believe we shape technology by using it. If it makes you uncomfortably excited, it is probably where you need to be.”  
—Lorraine Twohill, CMO, **Google**
- » “AI will make us more efficient, but there is no way a machine can create the kinds of crazy, weird connections that those amazing, talented creative people can.” —Lyndsey Corona, Global Partner and US President, **Slap**
- » “The power of AI lies in its ability to complement human expertise, allowing for more efficient and impactful marketing procurement strategies.”  
—Richard Benyon, Chief Evangelist, **Decideware**
- » “It’s not surprising that a lot of agencies are [adding sprint models], but going fast is one thing, going fast and doing it well is another.”  
—Mike Barrett, Chief Strategy Officer, **Supernatural AI**
- » “Seeing your partner as part of your organization is also integral. Bringing them under the tent fully makes everything happen a lot easier.” —Cecil White, Executive Agent, **WME** (William Morris Endeavor)
- » “Curiosity has never been more important.”  
—Amanda Ferrante, Chief Growth Officer, **Code3**
- » “Inclusion helps humanize LGBTQ+ [people] and they see brands partly responsible for that and appreciate inclusion efforts from advertisers—and they reward those brands intentionally that include them.” —Carlos Santiago, Co-Founder and Advisory Board Member, **ANA AIMM**
- » “The culture of an agency—its fundamental DNA—often goes unexplored. Culture shapes how teams collaborate, innovate, and deliver for clients, especially if things get challenging. A thriving culture fuels creativity, fosters resilience, and ensures that an agency will retain top talent.”  
—Elizabeth Furze, CEO of North America, **AKA**
- » “At the end of the day, technology needs marketing more than marketing needs technology.” —Mark Penn, CEO, **Stagwell**
- » “Client–agency relationships have gone downhill, with agencies now positioned as insecure vendors who hang on to their relationships and fees by becoming ‘yes men’—until they are fired and replaced with agencies who will do even more crap for even less money.” —Michael Farmer, Chairman and CEO, **Farmer & Company**
- » “Creativity is always going to be the business multiplier.” —Liz Taylor, Global Chief Creative Officer, **Ogilvy**
- » “At AT&T, we always say our agency partnerships are marriages, not flings. We do really treat it like a marriage in the way that we communicate.”  
—Lianne Sinclair, Vice President of Advertising and Social Media, **AT&T**
- » “Why AI (in case you’ve been under a rock the last year)? It’s the future. It’s easy. It’s going to eat you for lunch if you don’t master it.” —Matt Weiss, Strategic Advisor, **Huge**

## 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**.

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



Did you hear the rumor that is no longer one? Behr Paint’s 2025 Color of the Year is a deep ruby red called Rumors (MQ1-15). The paint company leverages surveys, trends in home goods, and global studies to select the color. Now that I have your attention, let’s talk about something with greater significance to advertisers: Some recent headlines, such as “General Mills adds three agencies to its creative roster,” “Stellantis puts five brands in creative review, including Dodge, Ram and Chrysler,” and “Agency rosters on the rise—why marketers are enlisting more shops,” indicate that some advertisers are indeed expanding or diversifying their roster of agencies in an effort to have a range of assorted partners to meet their unique, diverse, expanding or specialty needs. Some, like Stellantis, favor shifting assignments between agencies within their roster or challenging their existing roster to avoid complacency. Is that the right strategy? Rest assured that advertisers will continue to test and evolve their agency models to best suit their most pressing organizational reality and needs.

- Per eMarketer predictions, **digital** will make up 63.7% of the 12 hours and 37 minutes per day US adults spend with total media in 2024. Time spent with mobile will hit 4 hours per day among US adults, making it the most popular media access point. Time spent with connected TV (CTV) will grow by 8.3% this year to reach 2 hours and 15 minutes a day, still trailing traditional TV (2 hours and 55 minutes a day). Adults will average 6 hours and 45 minutes per day watching video in 2024.

- Per Linda Bethea, CMO of Danone US, the **four C’s to succeed as a marketing leader** are:
  - 1) Curiosity (being insanely curious about the consumer and about the evolving landscape)
  - 2) Compassion (compassion for your team, the people you work with, and for the consumer)
  - 3) Courage (take bold risks, even without data and information)
  - 4) Conviction (have the conviction to convince others about your decisions)
- Per Deepthi Prakash, president, international/chief product officer, TBWA Worldwide, **four conflicting ideologies hindering the pitch process** are:
  - 1) We want only people who will work on our business to pitch and present
  - 2) Category expertise is required, but no conflicts are allowed
  - 3) We’re really excited to get to know you better, but we can’t speak with you directly
  - 4) We want AI to make your work as efficient as possible, but without the risks

WHITE PAPER

**Successfully Designing and Deploying a Roster of Approved Suppliers Within a Large Organization**



A roadmap of steps and best practices for success:



Email [info@agencymania.com](mailto:info@agencymania.com) for a copy of our new roster tool adoption white paper: “**Successfully Designing and Deploying a Roster of Approved Suppliers Within a Large Organization.**”

**Noteworthy quotes:**

- » “We are a network of unrivaled creative talent, but that talent gets to live their wildest creative dreams because of big, bold clients.” —Liz Taylor, Global Chief Creative Officer, **Ogilvy**
- » “Know who you are: Authenticity matters. Know your voice, what you stand for, and stick with it.” —Lorraine Twohill, CMO, **Google**
- » “You must put in the work to communicate. Make time to talk about things outside of the task in front of you—team chemistry, burnout, leadership, the quality of the briefs, etc. These are the conversations that build understanding and trust.” —Joe Prota, Global Director of Brand Marketing, **IBM**
- » “Measure what you treasure.” —Linda Bethea, CMO, **Danone US**
- » “Moving so quickly can make it hard to find the time. But talking about the health of the relationship will pay dividends when the inevitable hardship pops up and allow client and agency to work as partners to find a solution.” —Joe Prota, Global Director of Brand Marketing, **IBM**
- » “Not every brief looks efficient on paper, but if you invest the time now, you’ll enjoy the payoff later.” —Ryan Michlitsch, Executive Creative Director, **Hook**
- » “In healthy relationships, each side gives and takes happily. There’s a vested interest in each other’s success.” —Gregg Lipman, Founder and Partner, **CBX**

- » “Disruptive creativity is what will help us all get to breakthrough work, and AI is a vital enabler of getting us to the very best creative ideas.”  
—Deepthi Prakash, President, International/Chief Product Officer, **TBWA Worldwide**
- » “Scopes of work need to be simplified. Excess complexity is undermining marketing efforts. Too much money is being spent on work that is ineffective, intrusive, and soul-destroying for the people who are tasked with creating it.”  
—Michael Farmer, Chairman and CEO, **Farmer & Company**
- » “Poor scoping and handoffs go hand-in-hand and are the most costly challenges that every agency faces, driving margins down, along with everyone’s happiness.” —Jack Skeels, CEO, **AgencyAgile**
- » “Creative excellence comes down to three things: people, process and passion.”  
—Rob Reilly, Chief Creative Officer, **WPP**
- » “In a world dominated by data, analysis and human creativity have become all the more valuable.” —Mark Penn, CEO, **Stagwell**
- » “If a marketer thinks of themselves as the only person who’s in charge of the brand, that’s going to be an issue from day one.” —Jessica Padula, VP Marketing & Head of Sustainability, **Nestlé Nespresso SA**

**“The ability of their agencies to seamlessly collaborate and work together enables brands to maximize the potential of these partnerships and succeed in the marketplace.”**

**BRUNO GRALPOIS**

Excerpt from the new article, *Breaking Silos: The Key to Effective Cross-Agency Teamwork*



Check out our article “**Breaking Silos: The Key to Effective Cross-Agency Teamwork**” to uncover how brand advertisers can foster collaboration, enhance communication, and drive collective success!



## FINANCIALS: Driving efficient use of resources



How do you like your coffee? Hot and strong like the ad industry? Brian Wieser of Madison and Wall indicated that CEOs and CFOs of large advertisers (including Coca-Cola, Colgate-Palmolive, General Mills, Kraft Heinz, Mondelez, and Verizon) continue to exude positivity toward spending on advertising and marketing, consistent with the results we see and expect to see from media owners in the near term. Madison and Wall published new estimates for the global marketing industry that forecast marketers will spend \$2.4 trillion. The industry continues to grow at a remarkable pace, fueled by a very healthy economy. Digital advertising platforms are taking the lion share, led by retail media. For all of 2024, Madison and Wall expects 7.2% growth (excluding political advertising) as total advertising sales approach \$400 billion in annual revenue for media owners.

- IPG Mediabrands' Magna unit revised its **2024 US advertising growth** estimate to 11.4% (8.9% excluding cyclical events such as the Olympics and elections), the result of a stronger macroeconomic outlook, higher-than-anticipated second-quarter growth, and demand for digital media and CTV. This revision brings the Big 4 agency holding company estimate up to +8% (average of the four companies).
- Per Gartner, **marketing budgets** have dropped from an average of 9.1% of company revenue in 2023 to 7.9% in 2024, a fall of 15% year over year. In 2024, marketing budget as a percentage of total revenue is 8.4% in B2B and 5.7% in B2C. Paid media is the largest share of budgets at 27.9% of total 2024 spend compared to agencies (21.6%), martech (23.8%), and labor (22.6%). Paid media budget allocations across journey stages: 28.6% brand awareness, 22.5% consideration, 27.9% conversion to sale, and 20.6% loyalty and advocacy. Search advertising and SEO lead digital spend with 14% in search advertising and 12% in social advertising. Event marketing and sponsorship receive most offline spend at 17.1% and 16.4%, respectively.
- **Meta** reported 27% YOY revenue growth, reaching \$36 billion in Q1 2024 and \$39 billion in Q2 2024, with 98% of its sales coming from advertising, primarily on Facebook and Instagram in Q1 2024, compared to Google's ad business, Alphabet, which reported revenue growth of 14% to 15%, reaching \$80.5 billion in Q1 and \$84.7 billion in Q2. Meta expects full-year 2024 capital expenditures to be \$37 billion to \$40 billion as they accelerate infrastructure investments to support their artificial intelligence road map.
- Per Forrester Research, the **global digital economy** is expected to grow at a 7% compound annual rate, from \$11.8 trillion in 2023 to \$16.5 trillion in 2028. The US digital economy is forecast to rise by 6.4%, from \$4.4 trillion in 2023 to \$6 trillion in 2028.
- Per eMarketer, **total media ad spend in the US** will reach \$389.49 billion in 2024. Over three-quarters (77.7%) will go toward digital channels like mobile, desktop/laptop, and CTV.

- **ISBA (Incorporated Society of British Advertisers)** entered a partnership with RightSpend to investigate remuneration trends. Their first project is to explore agency management and remuneration in the UK, including trends related to generative AI, martech, influencer marketing, and performance-related fees.
- Per **Dentsu Creative's 2024 CMO Report**, 83% of global CMOs believe that creative ideas can transform their businesses. 79% plan to invest more than 10% of their budget in innovation, and 56% will invest more than 20% over the next 12 months.
- Per Ciesco and their **Q1 2024 Global M&A Update**, deal activity continues to recover as the volume shows a 7% YOY increase. The value of deals decreased from \$32.3 billion to \$28.3 billion. Digitally led agencies (digital media, digital agency, adtech/martech, CRM, data and analytics) continue to attract the most buyer interest, accounting for 44% of deals in Q1 2024.
- Per Greenwich Capital Group and their **Q2 2024 AdTech & Marketing Services Industry Update**: Announced transactions in adtech and digital marketing increased in Q2 2024 with 175 deals, up from 106 in Q1 2024, a 65% decrease.
- Per **COMvergence**, for the first half of 2024, Omnicom's PHD is the top-ranked agency in global new business (\$3.3 billion, which included its retention of the \$2.2 billion global Volkswagen account), followed by sibling agency OMD at #2 with nearly \$1.5 billion in new client wins and retentions, due notably to the consolidated win of Gap Inc. in the US (\$590 million) and the retention of Mercedes-Benz Group in China (\$110 million). Starcom was ranked #3 with \$1.2 billion in new client wins, including LEGO Global (\$440 million) and Nestlé China (\$420 million).
- Per **R3**, Publicis Groupe tops the New Business League rankings, outpacing the competition with \$227 million in YTD creative revenue and 514 wins. In second is Omnicom, driven by a strong \$166 million in media revenue. Dentsu and WPP rank third and fourth, respectively.

## Mergers and acquisitions (M&A) activity

- **Ascential** (owner of the Cannes Lions International Festival of Creativity) acquired the "commercial assets" of Effie, the organization behind the global Effie Awards, which rewards effectiveness in advertising. Effie will join Ascential's Lions division, but its purpose, brand, and process won't be affected.
- Marketing content platform **Contentful** acquired Berlin-based Ninetailed (to be rebranded as Ninetailed by Contentful), which specializes in structured content personalization and experimentation. The move intends to provide clients with a fully integrated, AI-native personalization solution paired with a robust composable content platform.

- Knoxville, Tennessee-based advertising agency **Tombras** acquired award-winning creative agency and Buenos Aires-based shop Niña in a move to expand the agency's presence outside of the US. Niña clients include Bplay, Disney, ABInBev, Under Armor, and Bacardi.
- Bethesda, Maryland-based **MarketBridge** merged with four other marketing specialist firms—marketing agency Comm; Fama PR; marketing advisory company Quarry; and Intelisent—to create a new consultancy under the MarketBridge banner. Services now include go-to-market consulting, marketing and communications, marketing science, and technology solutions.
- **MindgruveMacarta** merged with Cincinnati-based Icon Commerce, the largest independent commerce agency in the Midwest, to boost the agency's expertise in enterprise omnichannel commerce for clients such as P&G, Sony, Mattel, 3M, Colgate-Palmolive, Dupont, and Wrangler. The merger combines Icon Commerce's physical in-store retail marketing experience with direct-to-consumer and marketplace expertise.
- **Acceleration Community of Companies** acquired a majority stake in New York-based marketing and communication agency DKC, with offices in Los Angeles, San Francisco, Albany, and London, and clients like TikTok, BMW, Airbnb, and Delta Air Lines, in a move to expand ACC's portfolio of agencies (its sixth acquisition).
- **Reddit** acquired Memorable AI, which uses AI and machine learning to analyze human reactions and create more effective ads in-line with a broader range of elements, in a move to improve its ad targeting solutions.
- **Publicis Groupe** acquired Mars United Commerce, the world's largest independent commerce marketing company. With over 1,000 employees based in 14 hubs worldwide, the shop has a proprietary suite of commerce solutions, including shopper intelligence capabilities, to help marketers make their products consumers' top choice in online and offline shopper ecosystems.
- **WPP Group** acquired New Commercial Arts, a UK independent creative and customer experience agency that offers advertising, customer experience, PR, influencer, design, health, and consulting services. It will become part of the Ogilvy global creative network.
- **Havas** acquired data agency DMPG, which will be merged with Havas Media Network's data, tech, and analytics consultancy, CSA. A certified partner of Adobe, Google, Tealium, and others, DMPG offers a suite of digital data technology services including customer experience strategy; digital analytics design, implementation and adoption; experience optimization program creation; and execution and omnichannel data activation support.
- **Havas** acquired Australian media agency and creative production company Hotglue, merging with Havas Media Melbourne to boost capabilities across digital, e-commerce, media, and activations. The agency has 55 staffers and a client roster that includes L'Oréal, Dulux, and Bulla Dairy.
- **Stagwell** acquired Consulium, a pan-Middle East and North Africa government consultancy with capabilities including strategic communication, public policy, leadership support, and "diplomatic outcomes." Offices are in Riyadh, Manama, Dubai, London, Cape Town, and Kuala Lumpur.
- San Francisco-based agency **Barrett Hofherr** acquired Funworks, an Oakland, California-based creative agency that incorporates sketch and improv comedy into its creative process for clients such as Clorox, Ubisoft, Amazon, Pinterest, Logitech, and ESPN.
- **Omnicom** and its Omnicom Precision Marketing Group acquired LeapPoint, a digital advisory firm focused on helping organizations improve the orchestration and performance of their entire marketing lifecycle (using AI, Adobe Content Supply Chain, and Workfront) in a move to offer the industry's most comprehensive end-to-end content solution, with accelerated workflows and personalized experiences at speed and scale.

#### Noteworthy quotes:

- » "We don't do hours and rate cards because we strongly believe that that's a race to the bottom."  
—Kerry McKibbin, Partner and President, **Mischief**
- » "Pay attention to what creates value: Output without impact is irrelevant. Find ways to help drive results for the business, no matter what team you sit in." —Lorraine Twohill, CMO, **Google**
- » "Why do we keep talking about how the agency model is broken? It's not a model issue, it's a value issue." —Gregg Lipman, Founder and Partner, **CBX**
- » "Most fortune-tellers are nothing more than 'fortune-sellers.' The AI revolution presents the unique, and perhaps short-lived, opportunity for agencies to change the above dynamics by taking back the reins on how they are to be compensated." —J. Francisco Escobar, Founder, **JFE International Consultants**

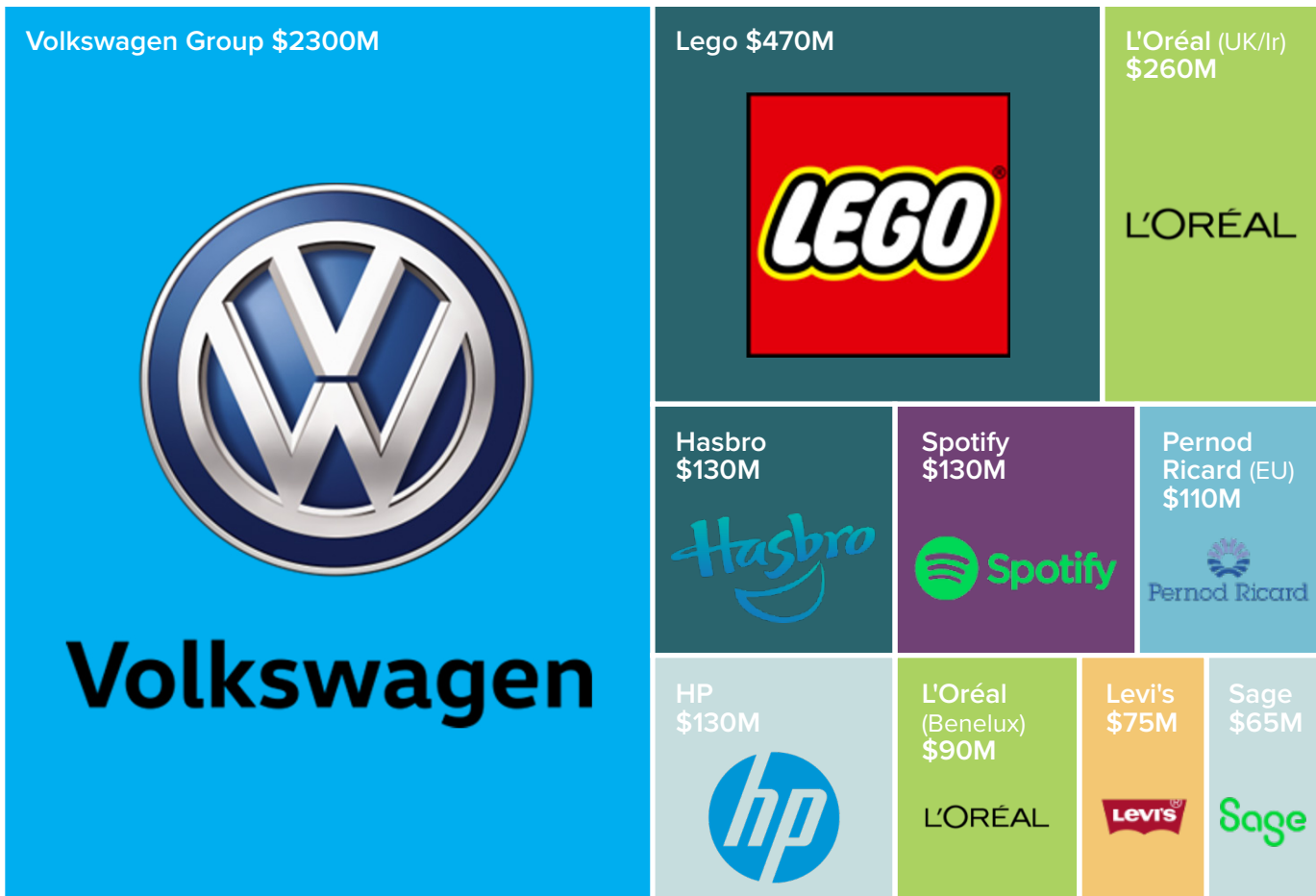
## COMvergence Global Media Agency New Business Barometer – H1 2024

### Takeaways and Insights

- In H1 2024, COMvergence assessed more than 1,740 media account moves and retentions (1,210 advertisers in total) across 49 countries totaling \$16.4B (+14% vs. H1 2023). Pitches & Moves in the US represented 30% of the total spend reviewed globally, whilst China accounted for 21%.
- Local pitches represented 66% of the total reviewed spends, amounting to \$10.8B.
- Global & multi-country reviews concluded in H1 2024 resulted in a total of \$5.6B. These include Volkswagen Group (\$2.3B), Lego (\$470M), and Spotify (\$130M).
- The overall retention rate is 39%. PHD, Spark Foundry and OMD have been the most successful media agency networks to retain their client relationships after pitch, whilst OMG scored the best retention rate among the “Big 6” groups (89%).
- Of the total media spend reviewed in H1 2024, \$2.2B (or 13%) went to (or were retained by) independent agencies (not owned by the Big 6 groups) – including Paramount Global in the US (\$430M, retained by Horizon Media) and Shanghai General Motors (SGM) in China (\$200M, won by some local independent agencies).

- PHD came out as the #1 global media agency network with a total new business value of \$3.3B including retentions for \$3.1B (Volkswagen Group representing 75% of the total retained billings). OMD ranks #2 with nearly \$1.5B of new clients wins and retentions (thanks notably to the consolidated win of GAP in the US (\$590M) and the retention of Mercedes-Benz Group in China (\$110M). Starcom takes the 3rd position, scoring the largest amount of new client wins (+\$1.2B), including Lego (\$440M) and Nestlé China (\$420M). In terms of NET new business results (excl. retentions), Starcom is the leader (+\$1.2B of incremental billings), followed by OMD (+\$769M) and Spark Foundry (+\$470M).
- At the group level, Omnicom Media Group (OMG) leads the NBB global ranking with a total new business value of \$5.3B (incl. retentions); whilst in NET, Publicis Media recorded the highest incremental billings figure with +\$2.4M. Also, GroupM ranks 3rd when including retentions (\$1.3B), whilst Havas Media Network completes the Top 3 groups in NET, with an overall new business gain of +\$275M.

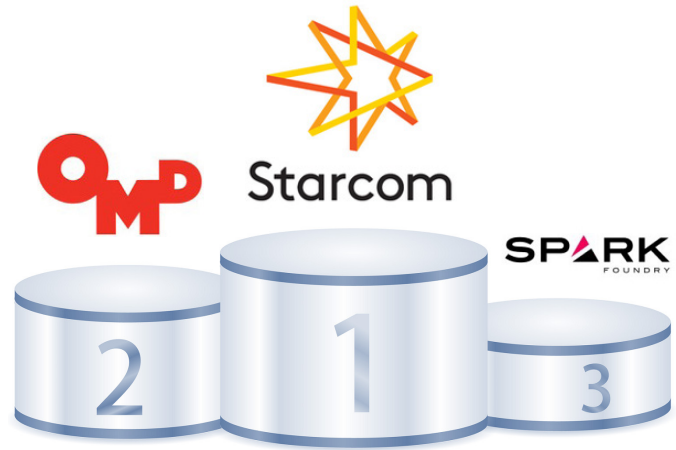
### Top 10 Global & Multi-Country Reviews – H1 2024



GLOBAL New Business Rankings – H1 2024 – Media Agency Networks

Total NBB Including Retentions

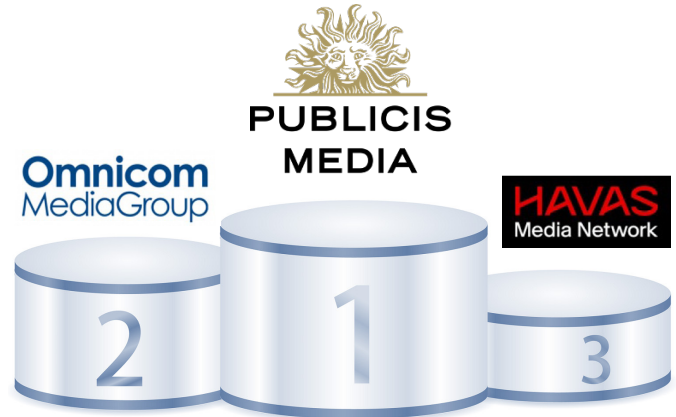
Total NET Excluding Retentions



GLOBAL New Business Rankings – H1 2024 – Big 6 Groups

Total NBB Including Retentions

Total NET Excluding Retentions



ARTICLE: The New Production Paradigm Contributed by: Clare Randall Consulting

Just when you thought we'd got to grips with the content production challenge of delivering good quality content, faster and cheaper, there's now an added imperative of making content even more personalized than ever.

Some might say personalization is just another facet of going above and beyond a content at scale model, but the expectation of personalization that brands and consumers want take it to a whole new level.

In fact, by some estimates, personalization will drive an increase in the volume of content of between five times at the lower end to twenty times at the more liberal end. Statista reports that spend on marketing content between 2020 and 2026 will have risen from US\$73bn to US\$144bn, telling us two seemingly contradictory things—one, there is a lot more money flooding into content creation, and two, the cost per asset is going to be placed under even more pressure.

Want to unpack this new paradigm, one content 'need' at a time? [Click here](#) for the full article.



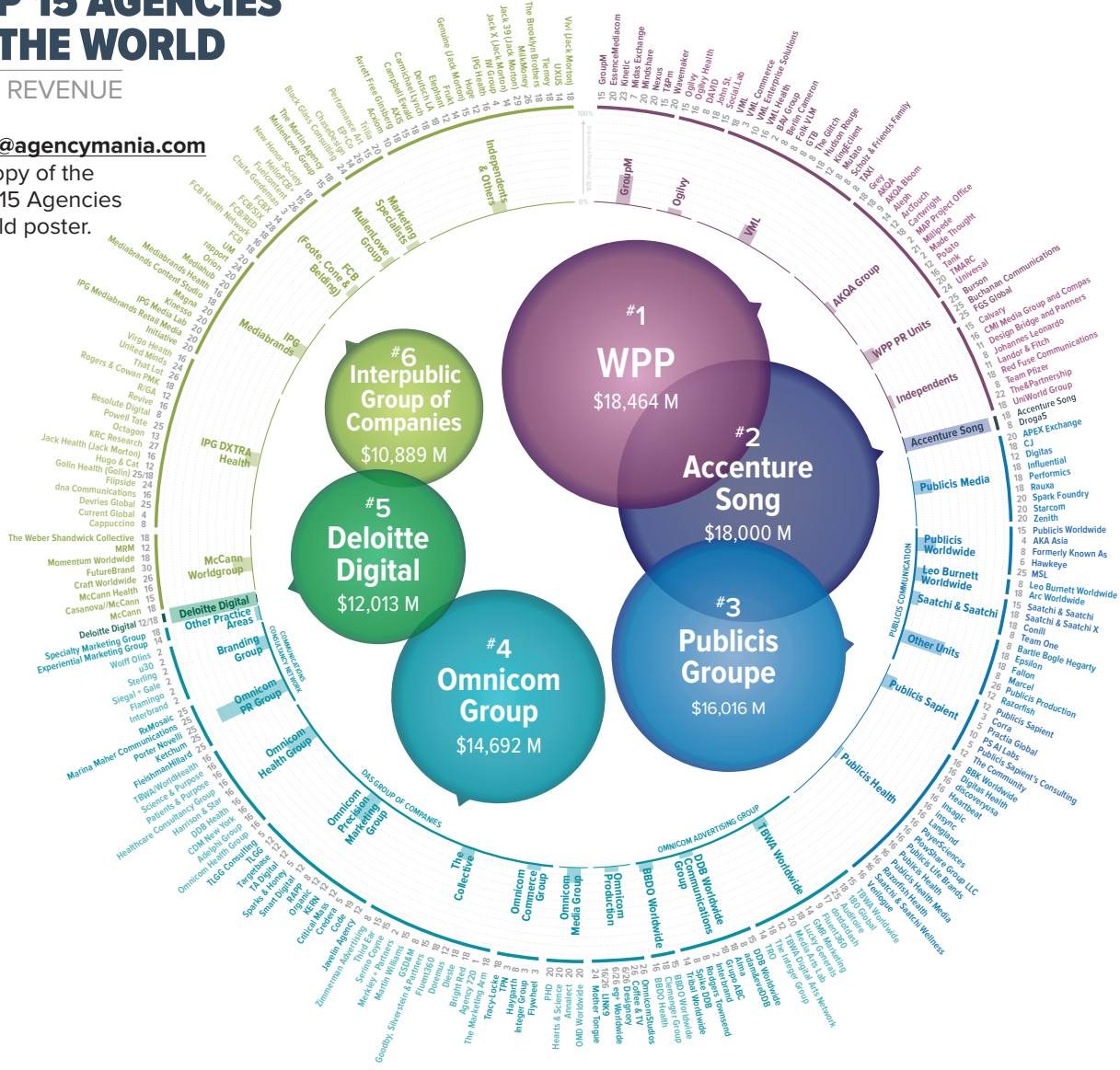
CLAIRE RANDALL CONSULTING



# 2024 TOP 15 AGENCIES IN THE WORLD

BY 2023 REVENUE

Email [info@agencymania.com](mailto:info@agencymania.com) for your copy of the 2024 Top 15 Agencies in the World poster.



| Agency                          | 2022 (\$M) | 2023 (\$M) | % Change (YOY 2022) | % Change (YOY 2023) | Global HQ   | Countries # | Employees # |
|---------------------------------|------------|------------|---------------------|---------------------|-------------|-------------|-------------|
| 1 WPP                           | \$17,838.2 | \$18,464   | 1.3%                | 3.5%                | London, UK  | >100        | 114,173     |
| 2 Accenture Song                | \$16,000   | \$18,000   | 28%                 | 12.5%               | NYC, USA    | 120         | UNK         |
| 3 Publicis Groupe               | \$14,966.6 | \$16,016   | 7.7%                | 7%                  | Paris, FR   | >100        | 103,295     |
| 4 Omnicom Group                 | \$14,289.1 | \$14,692.2 | 0%                  | 2.8%                | NYC, USA    | >70         | 75,900      |
| 5 Deloitte Digital              | \$10,317.9 | \$12,013   | 18%                 | 16.4%               | NYC, USA    | >30         | UNK         |
| 6 Interpublic Group of Cos.     | \$10,927.8 | \$10,889   | 6.7%                | -0.4%               | NYC, USA    | >100        | 57,400      |
| 7 Dentsu Group Inc.             | \$9,551    | \$9,308    | -3.7%               | -2.5%               | Tokyo, JPN  | >145        | 71,127      |
| 8 BlueFocus Communication Group | \$5,464    | \$7,445    | UNK                 | 36.3%               | Beijing, CN | UNK         | UNK         |
| 9 IBM iX                        | \$6,809.2  | \$7,075    | 6.6%                | 3.9%                | Armonk, USA | UNK         | UNK         |
| 10 Hakuholdo DY Holdings        | \$7,395.8  | \$7,029    | -1.7%               | -5%                 | Tokyo, JPN  | >30         | 28,894      |
| 11 Cheil Worldwide              | \$3,305.2  | \$3,170    | 11.7%               | -4.1%               | Seoul, SK   | 44          | 7,000       |
| 12 Vivendi's Havas              | \$2,915.1  | \$3,108    | 5.2%                | 6.6%                | Puteaux, FR | >100        | 23,000      |
| 13 TCS Interactive              | \$2,597    | \$2,806    | UNK                 | 8%                  | Mumbai, IN  | UNK         | UNK         |
| 14 Stagwell                     | \$2,687.8  | \$2,527    | 20.8%               | -6%                 | NYC, USA    | >34         | 13,000      |
| 15 Innocean Worldwide           | \$1,363    | \$1,681    | 4.3%                | 23.3%               | Seoul, SK   | UNK         | 3,500       |

**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 giant **Adobe** selected Dentsu and Stagwell as its global creative AORs following a review, replacing several incumbent agencies. Dentsu Creative will handle Adobe's Digital Media unit (Photoshop, Acrobat, Firefly, Illustrator, etc.). Stagwell will provide global creative and strategy support for the Adobe brand. The agencies will partner with the brand's media AORs, WPP's Wavemaker, and Publicis Groupe.
- E-commerce giant **Amazon** selected WPP and Omnicom Media Group as its global media AORs for its consumer business following a review, splitting an estimated \$5 billion budget and replacing the incumbent of more than 10 years, IPG Mediabrands, and the brand's in-house team. OMG will handle the Americas while WPP will handle Europe, the Middle East and Africa, and Asia Pacific. IPG is expected to remain the global media partner for Amazon Web Services, Amazon Business, and Amazon Ads.
- **Choice Hotels International** (owner of brands such as Comfort, Quality Inn, and Radisson Hotels Americas) selected Stagwell agency 72andSunny New York and Dentsu X as creative and digital media AOR, respectively. 72andSunny New York replaces incumbent McKinney. Dentsu X, which will handle traditional TV and online ads, social media, podcasts, and other media channels, replaces incumbents Havas Media and BCM. Havas Media will continue to handle TV media planning and buying for the brand.
- Leading provider of refrigerated, ready-to-eat Hispanic foods **Del Real Foods**, selected TDA Boulder as its integrated AOR. The agency will handle all creative and media duties.
- **eBay** selected Dentsu's iProspect as its global media AOR following a review, replacing five-year incumbent WPP-owned GroupM's EssenceMediacom. The agency will partner with indie shop Joan.
- New York-based craft marketplace **Etsy** selected Interpublic Group's Mediahub as its new media AOR, replacing six-year incumbent Ocean Media. The agency will collaborate with Etsy's creative AOR, Orchard.
- Food marketer **General Mills** selected Goodby Silverstein & Partners, The Martin Agency, and Mother as part of its creative AOR roster following a review, possibly replacing incumbents Anomaly, and Pereira O'Dell. The agencies will partner with the brand's global media AOR, Interpublic Group's UM.
- Consumer health company **Kenvue** kicked off a review of its global influencer agency account for its multiple brands, including Tylenol, Neutrogena, and Listerine. The account has multiple regional incumbents, and the brand is expected to select multiple agencies. The agencies will collaborate with the brand's AORs: Interpublic Group's FCB, Omnicom's BBDO, Stagwell's Doner, and Omnicom, which runs Kenvue's global content factory.
- **KFC** moved from a lead creative model (with MullenLowe as its US creative AOR) to an agency roster model for its US creative business. As a result, MullenLowe will continue to work on projects alongside other agencies, such as Highdive Advertising.
- **L'Oréal International Distribution** selected GroupM's Wavemaker as its media planning and buying AOR for EMEA following a review.
- Warner Bros. Discovery's **Max**, following a review, selected Droga5 to lead experiential marketing for the release of the upcoming series "Dune: Prophecy." The agency previously worked with HBO on another property.
- France-based tire company **Michelin** selected Omnicom Media Group to be its global media AOR following a review, replacing seven-year incumbent Havas. The agency will handle all media duties, including planning and buying, for the brand.
- **Pepsi** selected Omnicom Group's BBDO without a review, adding the agency that worked with the brand for more than 48 years to the brand's agency roster (which includes VaynerMedia, TracyLocke, Motive, Alma, and OMD). The brand uses agencies on a project-to-project basis and its in-house agency, CLS.
- Italian beer brand **Peroni Nastro Azzurro** selected Interpublic's McCann Worldgroup as its global AOR following a review, replacing incumbent London-based agency Trouble Maker. McCann London will lead the account.
- **Pizza Hut** parted ways with its creative AOR Omnicom-owned GSD&M, which held the business for nearly seven years. GSD&M was the sixth agency in less than eight years to win this account, per Omnicom. No formal review had yet been announced. Other existing agency relationships remain, such as Pizza Hut's social AOR, Mischief @ No Fixed Address, its US PR AOR, Alison Brod Marketing + Communications, and its media AOR, Publicis Groupe's Spark Foundry.
- **Reckitt Nutrition** selected Dentsu's iProspect as its media AOR in the US following a review, expanding its preexisting relationship between Reckitt Nutrition and iProspect, which handled its media for more than five years in key markets across EMEA and APAC. The agency will handle all insight-based media strategies and execution, leveraging Dentsu's proprietary Mercurly global data and consumer identity platform.
- **Revlon** selected independent creative agency Terri & Sandy as its lead agency on four brands (Almay, Mitchum, Creme of Nature, and American Crew) following a review, replacing various incumbents. The agency will handle creative, branding, and digital.

- Food company **Rich Products Corporation** selected Interpublic Group's EP+Co as its creative AOR for six of its brands (SeaPak, Farm Rich, f'real, Christie Cookie Co., and Morey's Fresh Fish & Seafood) following a review. The agency will handle integrated campaigns, platform development and execution, brand identity development, social, experiential, and influencer marketing.
- **Rocket Companies** selected Publicis Groupe as its media AOR following a review, replacing incumbent IPG's UM. The agency will work on the brand portfolio including Rocket Mortgage, Rocket Homes, Rocket Money, Lendesk, Amrock, Core Digital Media, and Woodward Capital Management. The Publicis Groupe is a team composed of Publicis and its technology, resources, and leadership and Publicis-owned Zenith.
- **Sandals Resorts** selected Chicago-based Leo Burnett as its global creative AOR following a review. The agency will handle all mediums and platforms for the portfolio of Caribbean resorts, including the adults-only Sandals and family-friendly Beaches.
- Media and entertainment giant **Sky** selected Publicis Media (and its media agency Zenith) as its European media AOR following a review, replacing incumbent GroupM's EssenceMediacom. The agency will handle all media duties in the UK, Ireland, Italy, Germany, Switzerland, and Austria.
- Low-cost carrier **Spirit Airlines** selected Tombras as its integrated AOR without a review. The agency will handle creative, media, PR, social, and CRM.
- **Starbucks** kicked off a review of its global creative and media account. Indie shop SPCSHP, Starbucks' creative AOR and incumbent, is expected to defend alongside several Publicis Groupe agencies, namely Spark Foundry (media AOR in the US) and Leo Burnett (creative AOR in Canada).
- Automaker giant **Stellantis** kicked off a review of its creative business for its Dodge, Ram, Chrysler, Alfa Romeo, and Fiat brands in the US. Incumbents Omnicom's GSD&M and Stagwell's Doner are expected to defend.
- Constellation Brands-owned Vodka brand **Svedka** selected New York-based DCX Growth Accelerator as its creative AOR following a review, replacing incumbent Cashmere.
- Global investment management firm **T. Rowe Price** selected Stagwell's Code and Theory following a review, replacing incumbents Publicis Groupe's Digitas New York and Stagwell's Assembly. The agency will transform its global digital footprint through a refreshed global design system and digital assets.
- **Unilever** consolidated creative and strategic duties for its beauty brands globally with WPP, which will handle work for TRESemmé, Sunsilk, Simple, Nexxus, Shea Moisture, Clear, and Pond's, and continue work on Vaseline, replacing incumbents Interpublic Group, Omnicom Group, and Brandtech Group's Oliver. Oliver will continue to staff Unilever's global U-Studio in-house creative operations.
- **Unilever** completed its global media review, reshuffling work between its roster of media agencies, which included adding commerce media previously handled by Publicis Groupe to WPP's Mindshare. WPP, Interpublic Group's Initiative, and Dentsu picked up assignments while Omnicom Media Group and Publicis lost some.
- The **US Air Force** selected Cincinnati-based independent agency CourtAvenue as its integrated AOR as part of a nine-year assignment. The agency will handle communication, storytelling, digital media and marketing, digital consumer experience, go-to-market strategy, and implementation. The agency was the Air Force's digital AOR.
- Automaker **Volkswagen** retained and extended its global creative account (which includes Volkswagen, Audi, and Porsche brands) with Omnicom's DDB for the next three years without a review (and leveraging shops such as AlmapBBDO, Omnicom Precision Marketing Group, and Interbrand as part of a global bespoke team). Volkswagen, which worked with DDB for more than six decades, recently retained PHD as its media AOR. Volkswagen Group's creative agencies also include Ogilvy and Grabarz & Partner.
- **WeightWatchers** selected WPP's Ogilvy as its global creative AOR. The brand tasked the agency to build on the brand's 60-year legacy and evolve consumer engagement and culture.

Agency roster summary:

IP= Review in Progress, Unk= Unknown

| COMPANY LOGO  | CLIENT                      | INCUMBENT  | CHANGE/SCOPE      | FOCUS AREA | NEW AGENCY          | REVIEW? |
|---|-----------------------------|--|-------------------|------------|---------------------|---------|
|   | Adobe                       | Various Agencies   | Creative AOR      | Global     | Dentsu, Stagwell    | Y       |
|  | Amazon                      | IPG Mediabrands (maintain partnership), Amazon in-house team | Media AOR         | NAM, SAM   | Omnicom Media Group | Y       |
|   | Amazon                      | IPG Mediabrands (maintain partnership), Amazon in-house team | Media AOR         | EMEA, APAC | WPP                 | Y       |
|   | Choice Hotels International | McKinney   | Creative AOR      | Unk        | 72andSunny NY       | Y       |
|   | Choice Hotels International | Havas Media (retains TV media planning and buying), BCM      | Digital Media AOR | Unk        | Dentsu X            | Y       |

Agency roster summary:








IP= Review in Progress, Unk= Unknown

| COMPANY LOGO  | CLIENT  | INCUMBENT   | CHANGE/SCOPE                  | FOCUS AREA | NEW AGENCY   | REVIEW? |
|---|---|---|-------------------------------|------------|--|---------|
|    | Del Real Foods  | Unk   | Integrated AOR                | Unk        | TDA Boulder  | Unk     |
|    | eBay  | EssenceMediacom   | Media AOR                     | Global     | iProspect  | Y       |
|    | Etsy  | Ocean Media   | Media AOR                     | Unk        | Mediahub   | Unk     |
|    | General Mills   | Unk   | Creative AOR                  | Unk        | Goodby Silverstein & Partners, The Martin Agency, Mother           | Y       |
|     | Kenvue  | Various Agencies  | Influencer                    | Global     | IP   | Y       |
|    | KFC   | MullenLowe<br><i>(maintain project-based partnership)</i> | Creative                      | US         | MullenLowe, Highdive Advertising, Others<br><i>(project-based)</i> | Unk     |
|     | L'Oréal International Distribution                                | Unk   | Media Planning and Buying AOR | EMEA       | Wavemaker  | Y       |
|    | Max<br>"Dune: Prophecy"   | Unk   | Lead Experiential Marketing   | Unk        | Droga5   | Y       |
|    | Michelin  | Havas   | Media AOR                     | Global     | Omnicom Media Group  | Y       |
|   | Pepsi   | None  | Creative                      | Unk        | BBDO   | N       |
|  | Peroni Nastro Azzurro   | Trouble Maker   | AOR                           | Global     | McCann Worldgroup  | Y       |
|  | Pizza Hut   | GSD&M   | Creative AOR                  | Unk        | None   | Unk     |
|  | Reckitt Nutrition   | None  | Media AOR                     | US         | iProspect<br><i>(expanding work)</i>                               | Y       |
|  | Revlon<br><i>(Almay, Mitchum, Creme of Nature, American Crew)</i> | Various Agencies  | Lead Agency                   | Unk        | Terri & Sandy  | Y       |
|  | Rich Products Corporation   | Unk   | Creative AOR                  | Unk        | EP+Co  | Y       |
|  | Rocket Companies  | UM  | Media AOR                     | Unk        | Publicis Groupe  | Y       |
|  | Sandals Resorts   | Unk   | Creative AOR                  | Global     | Leo Burnett  | Y       |
|  | Sky   | EssenceMediacom   | Media AOR                     | EU         | Publicis Media   | Y       |
|  | Spirit Airlines   | Unk   | Integrated AOR                | Unk        | Tombras  | N       |
|   | Starbucks   | SPCSHP and Others<br><i>(SPCSHP expected to defend)</i>   | Media and Creative            | Unk        | IP   | Y       |



Agency roster summary:

IP= Review in Progress, Unk= Unknown

| COMPANY LOGO  | CLIENT  | INCUMBENT  | CHANGE/SCOPE           | FOCUS AREA | NEW AGENCY              | REVIEW? |
|---|---|--|------------------------|------------|-------------------------|---------|
|   | Stellantis<br>(Dodge, Ram, Chrysler, Alfa Romeo, Fiat)                    | GSD&M, Doner<br>(expected to defend)   | Creative               | US         | IP                      | Y       |
|  | Svedka  | Cashmere   | Creative AOR           | Unk        | DCX Growth Accelerator  | Y       |
|   | T. Rowe Price   | Digitas NY, Assembly   | Digital                | Global     | Code and Theory         | Y       |
|  | Unilever<br>(TRESemmé, Sunsilk, Simple, Nexxus, Shea Moisture and Others) | Interpublic Group, Omnicom Group, Oliver<br>(Oliver retains U-Studio staffing) | Creative and Strategic | Global     | WPP                     | Y       |
|   | Unilever  | Publicis Groupe and Others   | Media                  | Global     | Mindshare and Others    | Y       |
|  | US Air Force  | Unk  | Integrated AOR         | US         | CourtAvenue             | Unk     |
|  | Volkswagen  | None   | Creative               | Global     | DDB<br>(retains duties) | N       |
|   | WeightWatchers  | Unk  | Creative AOR           | Global     | Ogilvy                  | Unk     |

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**A word about the author:** Bruno Galpois is a globally recognized thought leader in business partnerships, renowned for his pioneering work in establishing agency management as a critical discipline among the world's largest advertisers and Fortune 500 companies. As the author of the industry-defining book *Agency Mania* and the co-founder of Agency Mania Solutions, a leading cloud-based software company, Bruno has dedicated his career to fostering successful client-agency relationships. His expertise, honed through leadership roles at Microsoft, Visa, and several pre-IPO software companies, has made him an authority on building and nurturing high-impact business partnerships. In addition to his corporate achievements, Bruno is a key Faculty member at the Association of National Advertisers (ANA) School of Marketing, where he continues to shape the future of client-agency collaboration, driving growth and sustained business performance.

**Bruno Galpois**, Co-Founder and Principal, Agency Mania Solutions



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