

Industry Update

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

February 2022 | Volume 61



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Securing the right talent and resources

The “Great Resignation” movement has preoccupied many leaders in our industry as its impact is widespread across the industry and the entire advertising ecosystem. Client and agency HR departments will be busy in 2022. The “Talent Wars”... **continued on pg. 2**

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M&A is in full swing with bold moves from big advertising players. Microsoft’s acquisition of video games giant Activision for \$68.7 billion, the largest deal in gaming history, will impact, without a doubt, the advertising world as Microsoft continues... **continued on pg. 8**

AGENCY



Agency reviews and roster changes

The Auto Club Group (the second-largest AAA club in North America) selected Publicis Groupe shop Digitas as its integrated lead agency, the brand’s first agency partnership since it worked with The Richards Group in 2016. The agency... **continued on pg. 10**

EXECUTIVE SUMMARY: Monthly recap

2022 might be the year of records. The tech behemoth Apple became the first US company to hit \$3 trillion in market value, adding its latest trillion in fewer than 17 months.

With more than 2,300 exhibiting companies, including 800 startups, the Consumer Electronics Show (CES) returned home to Las Vegas. CES always attracts leaders in technology, media, and advertising eager to learn about the latest trends in technology and how they apply to their business and marketing strategies.

Even though many canceled in-person participation, CES 2022 revealed countless innovative concepts and technologies, expanding to new types of consumer experiences in VR, AR, and breakthrough consumer electronics. NFTs (non-fungible tokens) will boom in 2022 as brands and consumers chaotically rush to experience the thrills and new hazards of Web3.

No matter the enthusiasm, 2022 will also be a year of experimentation, learning, and adjustments. Brands want to accelerate their efforts, innovate, test, learn quickly, and ultimately move at the speed of cultural moments.

Welcome to “fast-vertising.”



Bruno Gralpois
Co-Founder and Principal,
Agency Mania Solutions

TALENT: Securing the right talent and resources

The “Great Resignation” movement has preoccupied many leaders in our industry as its impact is widespread across the industry and the entire advertising ecosystem. Client and agency HR departments will be busy in 2022. The “Talent Wars” are now center stage. This phenomenon is leading to higher agency wages, which in turn leads to higher costs for talent acquisition and retention, and those costs are passed on to advertisers. Employees are expecting greater remote work policies, higher flexibility and more hybrid environments, better benefits, increased autonomy, stronger corporate purpose, and a commitment to DEI and sustainability with tangible metrics to hold everyone accountable. Like I said, HR departments are likely to be VERY busy in 2022. These profound changes will shape new agency cultures and new practical means of collaboration with advertisers.

- The Association of National Advertisers (ANA) identified four major **focus areas** for marketers in 2022: advertising and media (with programmatic); gender equality and DEI; measurement, data and technology; and society and sustainability.
- Per Basis Technologies, 38% of US ad executives (both advertisers and agency executives) plan to **leave their current jobs** within the next two years. Primary reasons are increasing complexity and lack of training and support.
- An Association of National Advertisers (ANA) study found that +90% of marketers find training resources for successful **agency management** inadequate. Nearly 60% of marketing executives say up to 30% of their total budget is lost to these inefficiencies. And 80% of them experience “high levels of stress” when agencies fail to deliver on expectations.
- The **Association of National Advertisers (ANA)** launched a new training program under its Marketing Training & Development Center designed “to help both clients and agencies improve their working relationships to drive growth, reduce costs, and relieve unnecessary friction and stress.”
- The Association of American Advertising Agencies (4A's) announced the creation of a multifaceted professional development training curriculum entitled **“A Comprehensive Guide to Agency Economics,”** geared to both financial and non-financial personnel.
- **Wavemaker** created a Global Head of Applied Innovation role, a position responsible for working with the network and its global clients to “simplify the complex world of innovation” via tech solutions.
- In its latest move to separate itself from its founder, the agency **The Richards Group** has shortened its name to TRG.

- Interpublic's media agency **Mediahub** launched an office in the metaverse, a sort of global meeting place, which it describes as “a dedicated space for like-minded people interested in the emerging trends, work, and artists in this fast-growing space.” Each floor is dedicated to a different theme and has a gallery featuring work and artists. The office is also in Decentraland, the metaverse built on the Ethereum blockchain.
- Per R3, **global reviews** increased by 53% in 2021 with WPP and R/GA leading top global and US new business rankings.
- The Association of American Advertising Agencies (4A's) announced that they are working with the ANA on an **Agency Search Simplification Initiative** for 2022, after publishing the 4A's Agency Review Participation Agreement.

New agencies or capabilities, restructures, and reorganizations:

- Gary Vaynerchuk's holding company, VaynerX, launched a production studio called **Eva Nosidam Productions** to create ads that “don't feel like ads,” including mini-documentaries and branded series for social media, music videos, podcasts, augmented and virtual reality productions, live installations, and “guerrilla marketing” strategies.
- **S4 Capital** combined digital analytics and software engineering firm 4 Mile Analytics (data analytics, software engineering, UX design, and project and product management) with its content division Media.Monks.
- **S4 Capital and Stanhope Capital** came together to launch a new venture capital company, S4S Ventures, to invest in early-stage startups in martech, adtech, data technology, creative technology, and digital media, with an emphasis on the US, Europe, and the Middle East.
- **UNIT9 Group** launched a specialized London-based division dedicated to the metaverse, called M.A.D. (Metaverse Advisory Dept), mostly composed of producers, creative, and technical talent operating in all UNIT9 locations (Canada, China, Europe, and the US).
- **Stagwell Inc.** merged two agencies, MMI and Media Kitchen, and their offices within its Stagwell Media Network, under the MMI brand. Services include media strategy, planning and buying, performance marketing, influencer, PR, and creative content. Clients include Amazon, Gillette, Loews Hotels, Olay, Pantene, and Waste Management.
- **Stagwell Inc.** introduced its Stagwell Marketing Cloud to support in-house teams powering real-time business intelligence (with real-time business intelligence tools like the Harris Brand Platform), empowering and managing secondary brand ambassadors (with its end-to-end influencer marketing application Koalifyed), supercharging communications with predictive AI (with its PRophet tool), and forging new media to connect with consumers (with its augmented reality creation tool ARound).

- Chicago-based brand/shopper agency **Blue Chip** launched a new company called Bloomaze to sell martech products that the agency developed like Incentivaze, a loyalty/reward solution which includes digital receipt verification.
- **Dentsu** merged its agency Gyro with Merkle DWA and is retiring both agencies' names, making them part of Merkle B2B, a division of dentsu's Merkle unit.
- Publicis Groupe's digital transformation firm **Publicis Sapient** partnered with Siam Commercial Bank to launch a fintech joint venture, a platform-as-a-service business called SCB Tech X, to serve clients throughout Southeast Asia.

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

- The latest ANA/AIMM list of "**Certified Diverse Suppliers for Marketing/Advertising**" was released and now features 377 companies (agencies, media, production, promotion, etc.), doubling in size in 2021.
- To complement ANA's Certified Supplier List, AIMM created the **Non-Minority Certified and Non-Minority Owned with a Multicultural and Inclusive Specialty** list. As of December 2021, 110 companies have been listed.
- The **World Federation of Advertisers (WFA)** released a guide for "DEI-conscious media planning and buying," encouraging more oversight and thoughtful consideration as to whether hate speech and misinformation gets funded.
- ANA, Sustainable Brands, and Adweek launched a coalition of resources and professional expertise—the **Global CMO Sustainability Accelerator**—an effort to consolidate and catalyze the global marketing community in driving growth through sustainable innovation. Key elements include: a curated hub, assessment tools and roadmaps, sustainability standards for marketing, and roundtables.
- 450+ scientists (mostly **Clean Creatives** and the nonprofit Union of Concerned Scientists) signed an open letter calling on advertising and PR agencies to stop working with fossil fuel companies as clients and urging for an end to campaigns that 'obfuscate or downplay our data and the risk of the climate emergency.'
- **Edelman** announced that it would "part ways with clients" that don't adhere to its new environmental, social, and governance guidelines, following an internal review, formed after Clean Creatives petitioned the firm to drop its oil and gas clients (e.g., Exxon Mobil and Shell).

Noteworthy quotes:

- » "In-house agencies had already begun expanding their digital and programmatic media capabilities before the pandemic, which only accelerated these efforts."—Emily Foster, Director, **IHAF**
- » "You can no longer treat talent like you have all the power because you don't."—Stephanie Olson, Founder and CEO, **We Are Rosie**
- » "Advertising is made less impactful because of the relative absence of diverse creative voices."—Andréa Mallard, Chief Marketing Officer, **Pinterest**
- » "Sustainability has justifiably become a cornerstone of 21st century marketing."—Bob Liodice, CEO, **ANA**
- » "Creativity is born from inclusivity."—Rodrigo Jatene, Chief Creative Officer, **DDB Chicago**
- » "We need to help creatives prioritize and not get bogged down in non-priorities or arbitrary deadlines. A culture of urgency is only adding to the performance anxiety, robbing people of time and space to be creative."—Karen Costello, Chief Creative Officer, **Deutsch LA**
- » "We are entering 'Web3'—the next stage of digital evolution. It is an incredibly fertile environment for startups which are focused on transforming the marketing and advertising sector through new technologies."—Sanja Partalo, Managing Partner, **S4S Ventures**
- » "Agency leaders will need to reconsider the future of the agency office to be less about fixed space and more about flexible ambiances."—Marla Kaplowitz, President and Chief Executive Officer, **4A's**
- » "RFPs aren't helping drive new business for creative agencies because they're the business equivalent of putting out a cattle call."—Jeff Meade, Founder and CEO, **MEADE**
- » "The pandemic has been an extraordinary catalyst for growth."—Brian Wieser, Global President of Business Intelligence, **GroupM**
- » "All of our blue-chip clients should have an agency of record and I think they always will. I think we're going to continue to see a lot of movement."—Stephanie Olson, Founder and CEO, **We Are Rosie**

Company profiles:

- **Maximum Effort** (www.maximumeffort.com) is a NY-based digital marketing agency and LA-based film production company founded in 2018 by Ryan Reynolds and George Dewey that makes movies (namely Deadpool, Free Guy, etc.), TV series, content, ads, and “cocktails for the personal amusement of Hollywood Star Ryan Reynolds.” The company name is a reference to a catchphrase from Reynolds’ film Deadpool. Maximum Effort’s marketing arm was acquired by advertising software and performance TV platform company MNTN in June 2021. Recent projects include ads for Reynolds-owned companies—Aviation Gin (now part of Beverage company Diageo) and Mint Mobile.
- **VNFT or VaynerNFT** (<https://vaynernft.co>) is a recent VaynerX venture, founded to help leading intellectual property owners make optimal use of NFTs. The firm is partnering with brands, celebrities, athletes, artists, personalities, and associations to help them strategically map their priorities in the NFT space that create value for their communities. Composed of Crypto creatives, strategists, and enthusiasts, the 30-person team offers various services from exploration, education, and consulting to marketing strategy and NFT partnerships. Client implementations include the Pepsi Mic Drop NFT collection, Budweiser, and others.
- **The Starr Conspiracy** (<https://thestarrconspiracy.com>) is a B2B marketing agency co-located in Fort Worth, TX, and San Francisco, CA, “for innovative brands creating the future of workplace solutions.” Services range from strategy, research, branding, content, digital, development, PR/AR, and video. The firm takes pride in the fact that one-third of employees have been at the agency for more than five years (they call them The Inner Ring). The firm has worked with over 600 innovative workplace technology brands and has a strong record of enterprise software expertise. Clients include SAP, Oracle, Equifax, Headspace, ADP, TriNet, and Zendesk.

Check out one of our latest articles: **“Are you ready for a record year of breakups and honeymoons in 2022?: Will your account be in review in 2022?”** Let’s look back at 2021 roster changes, what we learned from them, and what it means to you—as a client or an agency—in the year ahead.



The graphic features a teal background with a large orange arrow pointing upwards and to the right. On the left, the Agency Mania Solutions logo is displayed with the tagline 'Strategic Partnerships Delivered.' and the website 'agencymania.com'. Above the logo, a man and a woman are standing on the arrow, looking through binoculars. The main text on the right reads: 'New article! Are you ready for a record year of breakups and honeymoons in 2022? Will your account be in review in 2022?'.

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

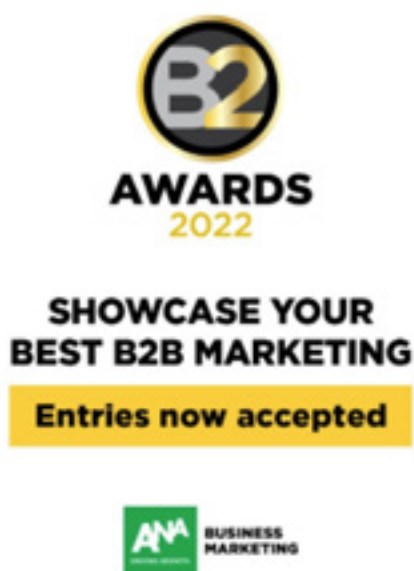


The metaverse was one of the main topics of conversation at recent events, including CES. Now NFTs are being built by brands and promoted at major events like the Superbowl. In their beginnings, NFTs were known for silly items selling for silly prices: Last year, Zoë Roth, better known as Disaster Girl, sold her iconic image—where she's eying a camera as a house burns— as an NFT for \$500,000 at an auction. The YouTube clip "Charlie Bit My Finger," one of the original viral videos some 14 years ago, sold for \$760,999 and is no longer online. Now, NFTs are getting serious. FOMO is real, and brands are rushing to understand how to engage communities with NFTs. Look at Budweiser Royalty, which sold out of its 11,000 available tokens, giving music fans access to exclusive perks associated with emerging musical artists. Bud Light's N3XT Collection is a similar campaign. Adidas launched an interactive art project, featuring user-generated and creator-owned art, in collaboration with digital artist @zachlieberman, sold as NFTs. And there are many others, from Hilton and clothing brand PacSun to Frank's RedHot.

- Per **Adobe**, 2022 creative trends will be centered around two primary complementary concepts: Optimism (fun, whimsy, and play) and meaningful connection (authenticity and purpose).
- Per 4A's, **key 2021 themes** were:
 - 1) Delivering rich customer experiences that utilize evolving technology
 - 2) Embracing broader corporate socially responsible work focused on sustainability and our collective responsibility to address climate change along with ongoing efforts to address diversity, equity and inclusion across all areas of business
 - 3) Supporting the expanding needs of our members, including the way you create value on behalf of clients and addressing aspects of friction in the new business review process
- **Bud Light** launched its first zero-carb beer, Bud Light Next, with a new nonfungible token (NFT) project—the Bud Light N3XT Collection composed of 12,722 unique tokens priced at \$399 apiece designed in the blue and white color hues of the new brew's packaging and giving buyers access to exclusive brand and partner events.
- French distillery **Hennessy**, in partnership with BlockBar, launched its first NFT, giving connoisseurs the chance to buy a rare Cognac and get a VIP visit to its estate in France. The two NFTs combined were available for a total of \$226,450.
- **National Research Group** released its "For Meta or For Worse: The Promise and Perils of the Metaverse." Per the report, 31% of those surveyed say the metaverse will radically change how they engage with the digital world. One in three consumers would consider buying other metaverse-related gifts.

From our friends at the ANA: "The best in B2B: With 1,500 plus member companies either pure B2B or with B2B inside."
www.b2awards.com/a

The 2022 B2 Awards are now... open!



- French fashion house **Balmain** and **Mattel** joined forces to create a 50-piece Balmain x Barbie fashion collection with pieces ranging from a \$295 T-shirt to a \$42,495 gown, as well as three unique NFTs that will be sold via online auctions.
- **Maximum Effort** launched its campaign for Mint Mobile by creating a reworked storybook “Winnie-the-Screwed” (after Winnie-the-Pooh entered the public domain), with Winnie dealing with high cell phone expenses.
- **Best Buy** launched its in-house advertising business offering, called Best Buy Ads, similar to Albertsons, Walmart, and Target. The service can help brands analyze the data from billions of interactions and customer relationships and recommend relevant ways to connect brands with consumers through data science.
- **Adweek editors** picked creative agencies whose work they are most excited to see in 2022: 360i, Gut, Fred & Farid L.A., Arts & Letters, Majority, Ogilvy, and Movers+Shakers.

Awards:

- Per MediaPost, the 2021 Holding Company of the Year is **GroupM**; 2021 Media Agency of the Year is **Wavemaker**; 2021 Search Agency of the Year is independent **NP Digital** (the firm increased revenue by 169% YOY, with \$70 million in revenue for 2021); 2021 Creative Agency of the Year is Cincinnati-based agency **Empower**, which launched Emerge to combine first- and third-party data, primary research, syndicated research, and data from search, social, and web analytics; 2021 Independent Agency of the Year is **USIM**; 2021 Client of the Year is **Apple**.
- **Ad Age's 2021 Marketers of the Year** included:
 - 1) NFL
 - 2) Target
 - 3) Tesla
 - 4) Kraft Heinz
 - 5) Pinterest
 - 6) L'Oréal
 - 7) LeBron James
 - 8) WarnerMedia
 - 9) FaZe Clan
 - 10) FTX

GLOBALLY RECOGNIZED COLLECTION OF
Advertising & Marketing Awards

Do you find it hard to keep up with so many awards available in our industry?

So did we, so we created this resource for you.

Click here to check out this aggregated collection of global awards in the advertising and marketing category.

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Noteworthy quotes:

- » “Stop blaming clients for bad work. Everyone in the business always says, ‘clients get the work they deserve.’ I call bullshit on that.”—Rob Lenois, Chief Creative Officer, **VaynerMedia**
- » “The pandemic has given us the license to innovate and find bold ways of working that support people in the flow of work, look out for their well-being, and can tap into human creativity.”—Bret Starr, CEO, Co-founder/Partner, **The Starr Conspiracy**
- » “The more we can include talent with different experiences and stories, the more our industry will flourish.”—Kate Higgins, Chief Growth Officer, **Erich and Kallman**
- » “The industry is evolving away from outdated data-driven approaches and is learning how to harness creativity and authenticity to connect with the modern consumer.”—Sandie Hawkins, General Manager of North America Global Business Solutions, **TikTok**
- » “Words matter. So, let’s not devalue our hard work and powerful ideas anymore. Join me in rewriting the marketing vocabulary. Cut the word ‘tactics’ from your vernacular.”—Ronald Ng, Global Chief Creative Officer, **MRM**
- » “The renaissance rebirth of the advertising industry, the agency world, and the media partners world is around growth, that is, purpose-driven growth that feels like it’s meaningful material against important causes.”—Kirk McDonald, CEO, North America, **GroupM**

Read our most recent article, “**A Glimpse at the Future of Advertiser/Agency Relationships**,” where we discuss the current industry trends and developments that will impact how we partner with agencies in years ahead.



NEW ARTICLE

A Glimpse at the Future of Advertiser/Agency Relationships

Current industry trends and developments that will impact how we partner with agencies in years ahead.

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FINANCIALS: Driving efficient use of resources



M&A is in full swing with bold moves from big advertising players. Microsoft's acquisition of video games giant Activision for \$68.7 billion, the largest deal in gaming history, will impact, without a doubt, the advertising world as Microsoft continues to grow its \$10 billion advertising business (competing with Facebook's parent company, Meta, and Google) while going after a larger share of the gaming business. Sleeping ad giant, no more. Microsoft will gain internal game development studios, along with additional publishing and esports production capabilities, which will push for greater innovation as gaming and advertising increasingly blend.

- Spending for the world's **100 biggest advertisers** fell 7.1% to \$278 billion in 2020. Among the top 100 advertisers, 70 cut spending in 2020. But 27 advertisers increased their spending in 2021. Procter & Gamble Co. was No. 1 in the Ad Age World's Largest Advertisers ranking (with a 7.3% increase to \$11.5 billion in the fiscal year ended June 2021), followed closely by Amazon (\$10.9 billion).
- Per dentsu, **worldwide ad spend** is to increase by 9.2% in 2022, after a remarkable 17% increase in 2021. The Big 4 agency holding companies' (dentsu, GroupM, Magna, Zenith) consensus for worldwide ad spending is a projected increase of 21.4% in 2021 and 12.8% for 2022.
- Per Winterberry Group, **US marketers** in 2021 spent \$436.3 billion, a 21.6% increase YOY and the strongest year for marketing in the last decade. They expect continued growth of 11.8% in 2022 to \$487.8 billion.
- Per MediaRadar, **podcast advertising spend** in the US jumped 21% in 2021, reaching \$590 million. The top 10 podcast advertisers accounted for 15.9% of total 2021 podcast spend. Mid-roll ads accounted for 55% of all ads run, followed by pre-roll (26%) and post-roll ads (19%). Most ads ran 30 seconds in length (42%).
- Consulting firm **PwC** estimates more than 70% of a typical advertiser's budget does not result in media that reaches the end consumer. And **worldwide programmatic** ad spending is expected to exceed \$200 billion this year.
- Per Accenture, **social commerce**, defined as transactions (across category but mostly clothing, electronics, and home decor) that take place entirely within the context of a social-media platform, will reach \$1.2 trillion by 2025. 3.5 billion people used social media in 2021, spending on average two and a half hours engaged with it per day.
- **Microsoft** reported over \$10 billion in advertising revenue last year, driven by ads on its search engine Bing and placements across its network, including the Microsoft Audience Network. The Microsoft Advertising audience reached one billion people globally (Bing, Outlook.com, AOL, Yahoo, MSN.com, etc.) as of March 2021.

- The Federal Trade Commission (FTC) reported that in 2021, consumers lost a record \$770 million to **social media scams** fueled by cryptocurrency and ecommerce technologies, 19 times what that figure was in 2017. Facebook and Instagram were listed as the two top platforms, representing 9 out of 10 reported scams.
- **Crypto collectibles (NFTs)** are on the rise with brands rushing to experiment with those one-of-a-kind, intrinsically and completely unreproducible assets. Recent examples of successful NFT transactions: "Everydays: The First 5000 Days" digital artwork, a collage of 5000 digital images, was created by artist Beeple (aka Mike Winkelmann) and sold for a record \$69.3 million by Singapore-based programmer and cryptocurrency investor Vignesh Sundaresan. Under the transaction, Sundaresan receives rights to display the artwork, but does not receive copyright.

Mergers and acquisitions (M&A) activity:

- **Microsoft** acquired AT&T's Xandr programmatic advertising unit to complement its existing advertising solutions and improve the delivery of its digital advertising and retail media solutions. Microsoft also announced the acquisition of Activision Blizzard, the game developer that owns properties like Call of Duty and World of Warcraft, among many other game franchises, for a remarkable \$68.7 billion, the 15th largest acquisition of the decade.
- LA-based talent agency **UTA** acquired ad management consulting firm MediaLink for \$125 million from UK-based Ascential plc, which operates the Cannes Lions advertising awards festival and paid \$207 million to acquire it in 2017.
- Dutch-based agency group **Dept** acquired digital shop Feed, an award-winning agency, with offices in London, Manchester, San Francisco, Berlin, Sydney, Paris, and Toronto, specializing in delivering hyper-personalized content at scale for forward-thinking global brands such as eBay, Gumtree, and Ancestry.com
- Harris Poll owner **Stagwell Group** acquired UK-based media agency Good Stuff Communications. The UK's second-largest independent media agency is now part of the Stagwell Media Network and will offer media planning and buying services, analytics, audience research, and digital audits. Good Stuff clients include On the Beach, Hello Fresh, Yorkshire Tea, and more.
- **Stagwell Group** acquired Instrument, a Portland, Oregon-based fast-growing digital transformation company for \$160 million. The holding company previously owned 51% of the agency through MDC Partners. The agency employs 400+ people working on top-brand clients such as Nike, Google, Salesforce, and Epic Games.

- Integrated social platform firm **Display Social** acquired the entertainment production company Thunder Studios and virtual reality pioneer Infinite Realities to create a one-stop-shop for creators looking to enter the metaverse.
- Chicago-based marketing firm **Salient Global** acquired ICX Media, which developed algorithms used to create 100 million unique “Rich Profiles” that help drive precision marketing strategies through media buys, data-driven storytelling, and co-branding campaigns.
- Southwest-based digital marketing and branding agency **LaneTerraLever** acquired digital media and consulting firm Convince & Convert. Both agencies will operate under a new collective called Experience Dynamic with a focus on end-to-end customer experience marketing.
- Media auditing firm **Ebiquity** acquired Canada’s Forde & Semple Media Works, extending its North America presence.
- **Twitter** acquired a minority stake in digital ad firm Aleph Group, which provides digital advertising education, training, and certification to 50,000+ digital professionals in 90 countries worldwide.
- **True Independent Holdings**, parent company of True Media, acquired 30-year-old St. Louis-based media agency DICOM, bringing True Media’s staff to 175+ media strategists, planners, analysts, and buyers.
- **Havas Group** acquired a majority stake in Spain-based PR agency Tinkle and its offices in Madrid, Barcelona, and Lisbon. Tinkle will be integrated into Havas Group’s global strategic advisory network, /amo.
- Workflow and programmatic advertising solutions provider **Simpli.fi** acquired CoreMedia Systems to strengthen its direct/brand response analytics, attribution, and media management capabilities. Agencies and brands can buy and analyze linear and connected television (CTV) advertising with addressable, mobile, video, display, native, and social.
- Publicis Groupe healthcare network **Publicis Health** acquired Needham, MA-based BBK Worldwide, an R&D marketing firm recruiting patients for clinical drug trials and other services as well as BBK Holdings, the parent company of creative advertising agency 320Agency and several other operations.
- **Publicis Groupe** acquired Bucharest, Romania-based Tremend, an independent software engineering company that will serve as a global delivery center for the Groupe’s digital transformation specialist Publicis Sapient.
- Audience measurement firm **Comscore** acquired social media measurement startup Shareablee for \$45 million in a move to expand social media measurement. Shareablee clients include GroupM, Mondelez, ESPN, and NBCUniversal.

Noteworthy quotes:

- » “The way agencies charge and what they charge clients will need to change amid the competing poles of client’s resistance to pay more for services and employees demanding increased salaries and compensation.”—Marla Kaplowitz, President and Chief Executive Officer, **4A’s**
- » “To maintain or grow margins, agencies have downsized and held salaries at very depressed levels.”—Michael Farmer, Chairman and CEO, **Farmer & Company LLC**
- » “As you are supporting your business, look beyond their short-term relief at getting help to support a short-term need and consider if you are giving them an experience that makes them see you as someone who can help them drive value beyond supply continuity or short-term cost mitigation.”—Philip Ideson, Founder and Managing Director, **Art of Procurement**
- » “The way marketers do business and the demand on their business has changed, and companies need to refresh how their accounts are being serviced.”—Michael Goldberg, Principal, **Rojek Consulting Group**
- » “Let’s get comfortable with being uncomfortable.”—Rob Lenois, Chief Creative Officer, **VaynerMedia**
- » “The increasing cost of labor in this highly competitive talent marketplace will affect how agencies price and service a client’s business.”—Marla Kaplowitz, President and Chief Executive Officer, **4A’s**
- » “Holding companies need to review their operations and focus on solving the pricing problems that cause so many difficulties. They should emulate the consulting firms who achieve premium prices by delivering improved client results.”—Michael Farmer, Chairman and CEO, **Farmer & Company LLC**
- » “Marketing should be seen as a profit center, and clients should see the money they spend with an agency as an investment.”—Jeff Meade, Founder and CEO, **MEADE**

MEDIA AGENCY NETWORKS

TOP PITCHES

	MAIN* WINNER(S)	MAIN* INCUMBENT AGENCY(IES)	PITCH CONSULTANT
Unilever \$3.5B			
STELLANTIS \$2.1B		(Fiat, Chrysler)	
Coca-Cola \$2BM			
Meta \$1B			
DAIMLER \$800M			

*Only networks that handle a decent part of the media account are included

FERRERO \$1.25B	All markets except N.A.			
L'ORÉAL \$600M	DACH, Italy, ANZ, India			
Shell \$175M	EMEA		Various agencies	
Nomad Foods \$150M	EMEA			
Nestlé \$150M	UK/Ireland			

T Mobile \$1.2BM				
McDonald's \$775M				
Walmart \$550M				
INSPIRE Brands \$500M				
THE HOME DEPOT \$350M				

Total Net Media Spend is based on net offline monitored spend + digital media spend (based on COMvergence estimates)

APPOINTMENTS OF GLOBAL HEADS

GEORGE MANAS
Global CEO

AMY ARMSTRONG
Global CEO

FIONA LLOYD
Global Clients & Brand President

SANJAY NAZERALI
Global Clients & Brand President

MICHAEL EPSTEIN
Global President

AMANDA MORRISSEY
Global Clients & Brand President

MICHAEL KOMASINSKI
Global CEO

MAJOR DEVELOPMENTS ACHIEVEMENTS

CARAT Fiona Lloyd appointed as new Global Client & Brand President to continue its rollout of new Designing for People proposition, which has led to a significant increase in award winning work during 2021, for clients including P&G, Mastercard, Microsoft and Vodafone.

dentsu Driven by its "experience beyond exposure" proposition, it has both grown and won new clients including Nestlé, DAZN and Madison Reed, under leadership of new Global Client & Brand President, Sanjay Nazerali.

Digital was named Campaign US Media & Digital Networks of the year, had two films selected for the Brand Storytelling showcase at Sundance, and named a Best Place to Work for LGBTQ+ Equality on the Human Rights Campaign's Corporate Equality Index. Named a Leader in the 2021 Gartner Magic Quadrant for Global Marketing Agencies (6th consecutive year).

essence added some notable new clients to its roster, such as Deutsche Bank, Bravo, Cleartrip in APAC and the Royal Horticultural Society in EMEA, Campaign US Media Agency of the Year (Bronze) and Digday Most Innovative Agency.

Hearts & Science With continued expansion globally, Hearts & Science now reaches over 37 markets across the world. Launch of its custom planning process called Brand Recipe which has delivered success in new wins such as P&G, Kaiser Permanente and M France.

Initiative 2021 has been a banner year for Initiative. It has nurtured current relationships resulting in organic growth, and ushered in over 165 new clients worldwide, resulting in \$2B+ (5%) of new billings. Top wins include Cigna, NatWest, IAG, Intuit and T-Mobile. US Adage Media Agency of the Year.

iPROSPECT launched globally as a new, end-to-end digital-first media agency in March and scooped 21 awards at Cannes Lions in June. Its focus has been on accelerating brand growth, which it will now do for existing and new clients benefiting from its digital-first proposition.

m/SIX Its experience of building bespoke, integrated and/or embedded teams has driven tremendous growth for the agency and its clients. Inaugural IPA Effectiveness Accreditation.

mediacom Seeing the Bigger Picture proposition led to greater integration of media and creative. The Coca-Cola global win evidenced this through a global transformative appointment, as well as the Bayer AG win which saw the relationship expanded to become the single agency of record. Named Global Media Agency of the Year (Silver) and Network of the Year (Festival of Media Global).

Hindshare launched a new business vision: Good Growth. Good Growth is enduring, diversified and sustainable client growth that generates positive outcomes for all stakeholders. To deliver on this vision, Hindshare introduced a new media services proposition encompassing consultancy (Change) and performance (Need), appointed new global leadership and unveiled a new brand identity.

QWP OMD integrated attention-based APIs to examine the relationship between attention, brand choice and mental availability to establish attention-based KPIs that connect strategy, to investment, to business outcomes. The MarTech Breakthrough Awards 2021 - Best Interaction Data Analytics Solution - The Fast Start Dashboard.

Performance drove momentum in new business, and client growth, through innovation in Advanced Analytics, Intent-Based Marketing, and Talent, winning the US media strategy, planning and buying for American Family Insurance and The General, and becoming the digital AOR for Wawa.

PHD Strong year in terms of new business, including major global client wins, such as Unilever, Red Bull, and Chanel. PHD has also continued to develop its campaign collaboration platform, Omni Studio, enabling clients and creative agency partners to come in and collaborate live on campaigns. Named Cannes Media Network of the Festival.

SPARK Spark's unique start up spirit inspired another growth busting year with a 20% increase in billings year over year from more than 100 new assignments globally including the hard fought Meta and Humana wins.

Starcom was the #1 agency in terms of new business performance both globally and in the US in 2021, according to COMvergence, a result of winning coveted accounts McDonald's, Sealed Air, Planet Fitness, Ferrero, AutoZone, and more. Leveraged Solution Architect practice to unlock the power of Epsilon to drive both client and agency growth.

UM was awarded Campaign's Global Agency of the Year, APAC's Best of the Best Media Network, and recognized by AdAge for Best Place to Work. With significant momentum around the globe, UM added clients such as Enterprise, Honda and Just Eat.









Wavemaker delivered excellent growth from existing clients (L'Oréal, BDF & ViacomCBS), new multinationals (DeLorghi, McArthurGlen & ALDI) and new economy clients (Caribee, Square, DoorDash, Bumble, SeatGuru, Zillow, DOD and more). USA recognized as Agency of the Year 2021 by MediaPost.

Zenith 2021 was another hugely successful year for Zenith with its continued focus on ROI, and roll out of its new global planning framework, Growth Platform. Grew organic and new business billings by more than \$350m in 2021, including new wins Aul, Lloyds Banking Group, Eli Lilly, Lululemon and TD.



MEDIA AGENCY GROUPS/HOLDINGS

HEADCOUNT AND BILLINGS

WPP 107,000 employees	 85,000 employees	OmnicomGroup 64,000 employees	dentsu 64,500 employees	 54,000 employees	HAVAS GROUP 17,500 employees
 38,000	 23,000	 22,000	 46,000	 13,000	 10,000
\$53.1B	\$36.6B	\$33.5B	\$24.6B	\$18.3B	\$9.9B

* Final 2020 Global Billings figures were released by COMvergence in June 2021.

75 MARCOM AGENCY ACQUISITIONS

accenture 21 (8 in 2020) including Imaginea (1,350 staff)	WPP 5 (5 in 2020) including DTI Digital (800 staff)	 3 (1 in 2020) including Kinnect (350 staff)	SERVICEPLAN U 2 (1 in 2020) including thaltegos (20 staff)
 12 (6 in 2020) including Raccoon (450 staff)	Deloitte 4 (4 in 2020) including Madras Global (1,000 staff)	 2 (2 in 2020) including Numerator (2,400 staff)	 1 (2 in 2020) former You & Mr Jones DP6 (150 staff)
OmnicomGroup 6 (1 in 2020) including Areteans (600 staff)	HAVAS GROUP 4 (3 in 2020) including BLKJ (90 staff)	Capgemini 2 (4 in 2020) including Empired (1,100 staff)	 1 (6 in 2020) Ailove Digital (65 staff)
 6 (3 in 2020) including Boomerang (325 staff)	 3 (2 in 2020) including Quill Content (345 staff)	dentsu 2 (4 in 2020) including LiveArea (590 staff)	 1 Goodstuff Communications (130 staff)

APPOINTMENTS OF GLOBAL / REGIONAL HEADS


FLORIAN ADAMSKI
Global CEO
GUY MARKS
EMEA CEO


BEN DOWNING
Global Director for Ethical Media
& Strategic Partnerships


NNENNA ILOMECHINA
Global COO
GIULIO MALEGORI
CEO EMEA


OmnicomGroup
DARYL SIMM
Global COO



GUY BEACH
Global President


MAJOR DEVELOPMENTS / ACHIEVEMENTS

 Continued to scale and accelerate retail/e-commerce offering for clients (Havas Market). Led the industry in creating an ethical and inclusive media ecosystem (key initiatives: Meaningful Marketplaces, Sustainability Marketplace, BIPOC Media Network and Havas Boost, Protect our Press). Globally recognized for media excellence - most awarded year since 2015.

 With over \$3B in client wins in 2021, including Meta, Stellantis, Ferrero, L'Oréal, McDonalds, Walmart, and Planet Fitness, Publicis Media topped the new business rankings both globally and in the US. They did this through bold, progressive initiatives like "Work your World" and continued investment into talent platform Marcel, development of their end to end planning system Growth OS, acquisitions such as CitrusAd and investment into proprietary Commerce Intelligence tool providing valuable insights to help retailers and brands grow in the digital space and instore.

 had a strong record of client wins and retentions, including Unilever, Coke, Google, and L'Oréal. GroupM launched its Responsible Investment Framework, with key pillars including its Media Decarbonization Program, Media Inclusion Initiative and Data Ethics Compass. Also created the Addressable Content Practice to focus on relevant outcomes-focused advertising and launched data services solutions group Choreograph.

 launched a media-fueled content division, the Mediabrands Content Studio (MBCS), in core markets around the world, continued raising industry brand safety standards through its bi-annual Media Responsibility Index™ assessment of digital platforms, launched the first-ever Equity Upfront™ to raise visibility of Black-owned and -targeted media businesses in the US, and bolstered its leadership team by hiring Marlene Pelage, formerly of Charles Schwab, as Global Chief Financial Officer.

 saw strong new business momentum, including global wins like Mercedes-Benz, Chanel, and British Airways; pulling cross-network solutions together into bespoke offerings, all underpinned by connected talent, data, technology. OMG launched several industry-first products including OMG Signal, our proprietary audience panel, and the Diverse Creators Network, a cross-platform system that targets diverse publishers and content creators.

 Continued on its journey to be the world's most integrated network, as well as drive positive industry change around social impact, becoming one of the first companies globally to have its Net Zero target validated. Fred Levron appointed as Chief Creative Officer to help accelerate integration and inspire creativity across all Media, CXM and Creative agency brands.

AGENCY: Agency reviews and roster changes

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

- **The Auto Club Group** (the second-largest AAA club in North America) selected Publicis Groupe shop Digitas as its integrated lead agency, the brand's first agency partnership since it worked with The Richards Group in 2016. The agency will handle media, creative, and data management out of its Chicago, Detroit, and Atlanta offices.
- **CVS Health** selected Publicis Groupe as its new creative and CRM AOR in the US, following a review and replacing incumbent since 2014 BBDO. The brand is expected to leverage talent from multiple Publicis Groupe agencies, including Hawkeye, Le Truc, and Saatchi & Saatchi LA. The holding company will collaborate with media AOR, UM.
- Footwear brand **Crocs** kicked off a review of its media and creative business. McKinney has been the brand's media AOR since 2014. Creative has historically been handled in-house and with project-based shops like Yard.
- Personal care products firm **Edgewell** selected Havas Media Group (HMG) North America as its US media AOR, following a review and replacing incumbent Stagwell's Assembly. The agency will handle media planning, buying, and optimization.
- Optical retailer **Eyemart Express** selected NY-based and Merkle co-owned Media Storm as its new media AOR, following a six-month review and replacing five-year incumbent Kelly Scott Madison (KSM). The agency will handle media strategy, planning, and buying across channels as well as data science and insights.
- Investment software platform **iTrust Capital** selected Huntington Beach, CA-based agency Ocean Media as its media AOR. In addition to traditional media planning and buying duties, the agency will provide data libraries and dashboards to track cross-channel performance metrics.
- San Diego, CA-based food giant **Jack in the Box** kicked off a review of its creative account in order to bring the brand's strategy "to life through all touchpoints." Incumbent David & Goliath, its agency of record since 2015, is defending.
- Fast food chain **KFC**, part of YUM! Brands, selected Publicis Groupe's Spark Foundry as its US media AOR, following a review, replacing the three-year incumbent agency, independent Wieden+Kennedy. The agency will handle advertising and media planning and buying across all channels, including digital and social media. Spark Foundry previously handled the US account.
- Department store chain **Kohl's** kicked off a review of its media business. Incumbent Publicis Groupe's Zenith, which has been the brand's AOR for nine years, will defend.
- Microsoft-owned **LinkedIn's** LinkedIn Marketing Solutions (LMS) selected San Francisco-based digital agency Traction as a "marketing accelerator consultancy" for its in-house marketing teams with a focus on digital transformation, ad-tech/martech data strategy, media strategy, and the future of television.
- Fast-food giant **McDonald's** selected Publicis Groupe media agency Starcom to lead its US media account, without a review and replacing incumbent Omnicom's OMD, which will continue to support McDonald's USA locally and in other geos. Publicis Groupe already works for the brand handling customer data analytics and digital marketing across the McDonald's app, website, and CRM channels.
- Pest control company **Orkin** selected DDB Chicago as its strategic business and creative AOR, replacing incumbent The Richards Group.
- Financial information and analytics company **S&P Global Inc.** selected creative agency Joan as its lead global agency. The agency will handle all things related to strategy and creative.
- Foot care brand, **Scholl's Wellness Co** kicked off a review of its creative business. The brand moved its media business to OMD USA last year, replacing incumbent dentsu mcgarrybowen NY.
- Match Group's dating app **Tinder** selected VaynerMedia as its global media AOR, following a review and replacing incumbent Crossmedia which previously handled the brand's US media. The agency will partner with creative AOR Mischief @ No Fixed Address.
- Sports nutrition supplement company **Universal Nutrition** selected Terri & Sandy as its first digital AOR. The agency will handle digital and social media for the brand, focusing on the client's Universal and Animal brands.
- **Wells Enterprises** (parent company of Blue Bunny and Halo Top ice cream brands) selected Stagwell's GALE as its new integrated AOR. The agency will handle creative, media, and social. Creative duties are shared between GALE and sibling agencies Observatory and Wolfgang for Bomb Pop, Blue Bunny, and Halo Top.
- Beer marketer **D.G. Yuengling & Son, Inc.** selected Omnicom's Zimmerman Advertising as its media AOR, following a review, replacing incumbent Havas.

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BARNES & NOBLE

Agency roster summary:

COMPANY LOGO	CLIENT	INCUMBENT	CHANGE/SCOPE	FOCUS AREA	NEW AGENCY	REVIEW?
	The Auto Club Group	None	Integrated Lead Agency	US	Digitas	Unknown
	Crocs	McKinney (Media AOR)	Media, Creative	US	<i>Review in Process</i>	Y
	CVS Health	BBDO	Creative and CRM AOR	US	Publicis Groupe	Y
	Edgewell	Assembly	Media AOR	US	Havas Media Group (HMG) North America	Y
	Eyemart Express	Kelly Scott Madison (KSM)	Media AOR	US	Media Storm	Y
	iTrust Capital	Unknown	Media AOR	US	Ocean Media	Unknown
	Jack in the Box	David & Goliath (defending)	Creative	US	<i>Review in Process</i>	Y
	KFC	Wieden+Kennedy	Media AOR	US	Spark Foundry	Y
	Kohl's	Zenith (defending)	Media	US	<i>Review in Process</i>	Y
	LinkedIn	Unknown	Marketing Accelerator Consultancy	Unknown	Traction	Unknown
	McDonald's	OMD	Media	US	Starcom	N
	Orkin	The Richards Group	Strategic, Creative AOR	US	DDB Chicago	Y
	S&P Global Inc.	Unknown	Lead (Strategy, Creative)	Global	Joan	Unknown
	Scholl's Wellness Co	Havas Germany	Creative	Global	<i>Review in Process</i>	Y
	Tinder	Crossmedia	Media AOR	Global	VaynerMedia	Y
	Universal Nutrition	None	Digital AOR	US	Terri & Sandy	Unknown
	Wells Enterprises	Unknown	Integrated AOR	US	Gale	Unknown
	D.G. Yuengling & Son, Inc.	Havas	Media AOR	US	Zimmerman Advertising	Y