



Welcome to the Q4 2016 R3VIEW, our regular quarterly report on the marketing communications industry. In this issue, we look at the biggest stories in the industry, the nine month estimates for the holding groups, CMOs and CEOs on the move, along with nine months M&A and New Business results.

## The Biggest Stories

### The Battle Between Digital and Traditional is Heating Up

2017 is poised to be the year of digital in the advertising world. According to ad spend reports released by several of the Holding Groups, digital is set to overtake TV for the first time, while social will catch up with newspaper and online video is set to surpass radio. Growth rates remain moderate, as political and economic uncertainties continue to affect the market.

GroupM and Zenith's forecasts for 2017 are 4.4% and 4.2%, respectively, while Magna's prediction is a bit more conservative at 3.6%

See the full comparison tables on page three.

### The Year of Transparency

Non-transparent media practices were the biggest thorn in the side of the global advertising industry in 2016. The US market was shaken up by the [ANA's report](#) that revealed widespread non-transparent practices in the form of media rebates, and Japan's biggest agency revealed billing discrepancies with their biggest client, resulting in a change in their senior leadership.

Facebook's bombshell news that it overestimated its video viewership on pages by some 80% left marketers wondering what digital metrics they could trust. In the wake of these issues, R3 released a set of [guidelines](#) outlining how marketers can improve transparency with their media agencies going forward.

R3 is a leader in global, regional and local consulting on improving the effectiveness and efficiency of marketers and their agencies. We work with nine of the world's top twenty marketers including Coca-Cola, Unilever, AB InBev, MasterCard, Mercedes Benz, Johnson & Johnson, Samsung and Kimberly Clark.

#### NEW YORK

57 W 57th Street 4th floor  
New York, NY  
T +1 646 416 8088

Melissa Lea - Managing Director  
[melissa@rthree.com](mailto:melissa@rthree.com)

Erin Singleton - Marketing Manager  
[erin@rthree.com](mailto:erin@rthree.com)

Yue Tang - Consultant  
[yue@rthree.com](mailto:yue@rthree.com)

Kayleigh Ma - Consultant  
[kayleigh@rthree.com](mailto:kayleigh@rthree.com)

#### SHANGHAI

Room 4203, United Plaza,  
1468 NanJing Road West  
T +86 21 6212 2310

Greg Paull - Principal  
[greg@rthree.com](mailto:greg@rthree.com)

Trace Qu - Marketing Executive  
[trace@rthree.com](mailto:trace@rthree.com)

#### BEIJING

A 1801, Chaowai SOHO, No.6 B Chaowai  
Street, Chaoyang District, Beijing  
T +86 10 5900 4733

Sabrina Lee - Managing Director  
[sabrina@rthree.com](mailto:sabrina@rthree.com)

Ying Tang - Senior Analyst  
[ying@rthree.com](mailto:ying@rthree.com)

#### SINGAPORE

69A Tras Street, Singapore 079008  
T +65 6221 1245

ShuFen Goh - Principal  
[shufen@rthree.com](mailto:shufen@rthree.com)

Seema Punwani - Principal Consultant  
[seema@rthree.com](mailto:seema@rthree.com)

#### LONDON

Waterhouse Square, 138 Holborn,  
EC1N 2SW  
T +44 20 7998 9588

Nick Elliott - Managing Director  
[nick@rthree.com](mailto:nick@rthree.com)

**SAO PAULO**  
 Rua Jerônimo da Veiga, 428 – conjunto  
 21 São Paulo, Brazil

**SOUTH AFRICA**  
 Rykie Brink – Senior Consultant  
 rykie@rthree.com

[facebook.com/r3worldwide](https://facebook.com/r3worldwide)

[linkedin.com/company/r3](https://linkedin.com/company/r3)

[twitter.com/R3WW](https://twitter.com/R3WW)

[weibo.com/r3china](https://weibo.com/r3china)

[www.rthree.com](http://www.rthree.com)

[www.r3integration40.com](http://www.r3integration40.com)

[www.r3social40.com](http://www.r3social40.com)

[www.r3adtech40.com](http://www.r3adtech40.com)

[www.r3global40.com](http://www.r3global40.com)

### Publishers, Cloud Companies and Consultants Dominated Marketing M&A

Traditionally, the agency Holding Groups are the biggest players in the marketing M&A space, however in 2016, they only accounted for 22% of all acquisitions. Publishers looking for different ways to extend their revenue stream, like the NYT, Vice and the Financial Times, made several significant agency purchases, while consulting firms such as IBM and Deloitte became major players in this space.

|    | ACQUIRER            | ACQUISITION                         | EST. DEAL VALUE (\$M) |
|----|---------------------|-------------------------------------|-----------------------|
| 1  | Salesforce          | Krux                                | 700                   |
| 2  | IBM                 | Resource/Ammirati, Aperto, ecx.io   | 245                   |
| 3  | Accenture           | MOBGEN, Karmarama, IMJ              | 232                   |
| 4  | Deloitte            | Heat, Cinder Agency, The Explainers | 48                    |
| 5  | Snapchat            | Flite                               | 42                    |
| 6  | The New York Times  | HelloSociety<br>Fake Love           | 21<br>11              |
| 7  | Vice                | Starworks Group                     | 36                    |
| 8  | Google              | FameBit                             | 21                    |
| 9  | Time Inc. UK        | Collective                          | 14                    |
| 10 | The Financial Times | Alpha Grid                          | 7                     |

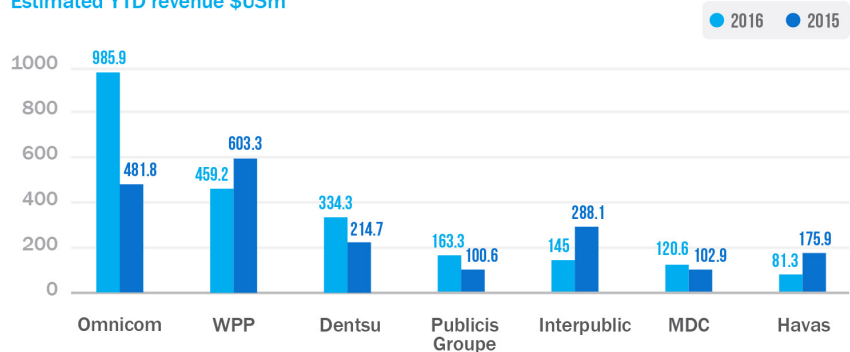
The coming year, with new governments in the US and other markets, promises to be a volatile one for investors. R3 is predicting a new group of players will emerge through this year. Companies such as Facebook, Google, Amazon and Salesforce will be more active investors in the sector in 2017. They have the cash, and they are continuing to take leadership roles on content creation – so the need for talent will only increase.

### Omnicom Dominated in New Business Wins This Year

Not surprisingly, Omnicom dominated the overall holding company new business tracking results, adding a staggering 6.5% to their overall revenue through this year’s new business development, almost \$1b.

#### 2016 HOLDING GROUP RANKING

Estimated YTD revenue \$USm



It was a [good year](#) for creative agencies; we tracked over 4600 wins worldwide, amounting to a 9.5% increase in revenue from new business for over 2015. While media agencies won almost 500 more accounts in 2016 over the previous year, revenue from new business actually decreased by 13% from 2015.

The full agency new business league can be found on page thirteen.

### China Marketers Demand More Digital, Social From PR

R3 recently completed the fourth wave of our biennial [PR scope study](#). The study, which surveyed more than 150 marketers and corporate communications decision-makers, has found that digital capabilities have surged as a selection criteria since the study last took place two years ago. 59% of marketers now rate ‘digital capabilities’ as a very important factor when selecting a PR agency, up from just 3.5% in 2015. The study identified several other [key trends](#) emerging China’s PR industry, several of which center on the rise of digital in the advertising and marketing industries.

For more information about R3’s PR Scope Study, contact [ashley@rthree.com](mailto:ashley@rthree.com).

| Advertising Growth Rate Forecast Comparisons |                 | Forecast Source |        |        |         |
|--|-----------------|-----------------|--------|--------|---------|
|  |                 | Magna           | Zenith | GroupM | Pivotal |
| <b>Global 2015 Total</b>                     | Dec 2014        | 4.8%            | 4.9%   | 4.9%   | ----    |
|  | March 2015      | ----            | 4.4%   | ----   | ----    |
|  | June / Aug 2015 | 3.9%            | 4.2%   | 4.0%   | ----    |
|  | Sept 2015       | ----            | 4.0%   | ----   | ----    |
|  | Dec 2015        | 3.2%            | 3.8%   | 3.4%   | ----    |
|  | March 2016      | ----            | 3.9%   | ----   | ----    |
|  | June / Aug 2016 | 3.6%            | 4.6%   | 3.7%   | ----    |
|  | Sept 2016       | ----            | 4.6%   | ----   | ----    |
|  | Dec 2016        | 4.0%            | 4.6%   | 3.9%   | ----    |
| <b>Global 2016 Total</b>                     | Dec 2014        | 5.6%            | 5.1%   | 4.8%   | ----    |
|  | March 2015      | 5.2%            | ----   | ----   | ----    |
|  | June / Aug 2015 | 5.0%            | 4.8%   | 4.5%   | ----    |
|  | Sept 2015       | 4.9%            | ----   | ----   | ----    |
|  | Dec 2015        | 4.6%            | 4.5%   | ----   | ----    |
|  | March 2016      | 4.6%            | ----   | ----   | ----    |
|  | June / Aug 2016 | 4.1%            | 4.0%   | ----   | ----    |
|  | Sept 2016       | 4.4%            | ----   | 17.2%  | ----    |
|  | Dec 2016        | 4.2%            | 4.3%   | ----   | ----    |
| <b>Global 2017 Total</b>                     | March 2016      | ----            | 4.6%   | ----   | ----    |
|  | June / Aug 2016 | 3.1%            | 4.3%   | 4.3%   | ----    |
|  | Sept 2016       | ----            | 4.5%   | ----   | ----    |
|  | Dec 2016        | 3.6%            | 4.2%   | 4.4%   | ----    |

## Advertising Growth Rate Forecast Comparisons

## Forecast Source

### Global Internet 2015

|                 |       |       |       |      |
|-----------------|-------|-------|-------|------|
| Dec 2014        | 15.1% | 16.9% | 17.2% | ---- |
| March 2015      | ----  | 16.6% | ----  | ---- |
| June / Aug 2015 | 15.8% | 16.9% | 19.0% | ---- |
| Sept 2015       | ----  | 17.3% | ----  | ---- |
| Dec 2015        | 17.2% | 18.1% | 17.2% | ---- |
| March 2016      | ----  | 18.7% | ----  | ---- |
| June / Aug 2016 | 18.3% | 20.3% | 18.0% | ---- |
| Sept 2016       | ----  | 20.2% | ----  | ---- |
| Dec 2016        | 19.0% | 20.3% | 17.9% | ---- |

### Global Internet 2016

|                 |       |       |       |      |
|-----------------|-------|-------|-------|------|
| Dec 2014        | 13.4% | 14.8% | ----  | ---- |
| March 2015      | ----  | 14.5% | ----  | ---- |
| June / Aug 2015 | 13.2% | 14.9% | 14.8% | ---- |
| Sept 2015       | ----  | 15.2% | ----  | ---- |
| Dec 2015        | 13.5% | 15.2% | 14.4% | ---- |
| March 2016      | ----  | 15.7% | ----  | ---- |
| June / Aug 2016 | 14.8% | 15.4% | 14.0% | ---- |
| Sept 2016       | ----  | 16.1% | ----  | ---- |

### Global Internet 2017

|                 |       |       |       |      |
|-----------------|-------|-------|-------|------|
| March 2016      | ----  | 12.3% | ----  | ---- |
| June / Aug 2016 | 12.4% | 12.4% | 12.4% | ---- |
| Sept 2016       | ----  | 12.9% | ----  | ---- |
| Dec 2016        | 13.3% | 12.8% | 13.3% | ---- |

### Global Television 2015

|                 |       |       |      |      |
|-----------------|-------|-------|------|------|
| Dec 2014        | 3.0%  | 2.5%  | 2.6% | ---- |
| March 2015      | ----  | 1.8%  | ---- | ---- |
| June / Aug 2015 | 1.2%  | 1.7%  | 0.4% | ---- |
| Sept 2015       | ----  | 1.1%  | ---- | ---- |
| Dec 2015        | -0.1% | 0.8%  | 0.9% | ---- |
| March 2016      | ----  | -0.1% | ---- | ---- |
| June / Aug 2016 | -0.3% | 0.4%  | 1.3% | ---- |
| Sept 2016       | ----  | 0.5%  | ---- | ---- |
| Dec 2016        | -0.1% | 0.5%  | 1.8% | ---- |

### Global Television 2016

|                 |      |      |      |      |
|-----------------|------|------|------|------|
| Dec 2014        | 6.0% | 3.9% | ---- | ---- |
| March 2015      | ---- | 3.7% | ---- | ---- |
| June / Aug 2015 | 5.3% | 3.0% | 2.5% | ---- |
| Sept 2015       | ---- | 2.4% | ---- | ---- |
| Dec 2015        | 3.6% | 1.8% | 2.3% | ---- |
| March 2016      | ---- | 1.4% | ---- | ---- |
| June / Aug 2016 | 4.4% | 0.8% | 2.4% | ---- |
| Sept 2016       | ---- | 1.2% | ---- | ---- |
| Dec 2016        | 3.8% | 1.2% | 2.8% | ---- |

| <b>Global Internet 2017</b> |                 |       |      |      |      |
|-----------------------------|-----------------|-------|------|------|------|
|                             | March 2016      | ----  | 0.8% | ---- | ---- |
|                             | June / Aug 2016 | -0.6% | 1.0% | 2.2% | ---- |
|                             | Sept 2016       | ----  | 1.2% | ---- | ---- |
|                             | Dec 2016        | -0.1% | 1.3% | 2.2% | ---- |

| <b>US 2015 Total Ex Directories/Direct Mail, Incl. Political and Olympic</b> | <b>Forecast Source</b> |       |       |       |       |
|--|------------------------|-------|-------|-------|-------|
| <b>Global Internet 2014-2017</b>   | Dec 2014               | 13.5% | 14.9% | ----  | ----  |
|  | March 2015             | ----  | 14.4% | ----  | ----  |
|  | June 2015              | 13.8% | 14.5% | ----  | ----  |
|  | Sept 2015              | ----  | 14.9% | ----  | ----  |
|  | Dec 2015               | 14.4% | 15.1% | ----  | ----  |
|  | March 2016             | ----  | 15.5% | ----  | ----  |
|  | June / Aug 2016        | 15.1% | 16.0% | 14.8% | ----  |
|  | Sept 2016              | ----  | 16.4% | ----  | ----  |
|  | Dec 2016               | 16.4% | 16.4% | 15.3% | ----  |
| <b>US Internet 2015</b>  | Dec 2014               | 15.5% | 18.2% | 17.0% | 13.2% |
|  | Feb/March 2015         | 19.1% | 18.2% | ----  | ----  |
|  | June / Aug 2015        | 16.6% | 18.2% | 16.2% | 14.7% |
|  | Sept 2015              | 15.8% | 18.2% | ----  | ----  |
|  | Dec 2015               | 19.5% | 18.2% | 11.2% | 16.5% |
|  | March 2016             | ----  | 18.2% | ----  | ----  |
|  | June / Aug 2016        | 20.0% | 18.2% | 11.2% | 19.0% |
|  | Sept / Oct 2016        | 20.1% | 18.2% | ----  | ----  |
|  | Nov / Dec 2016         | 20.1% | 18.2% | 11.2% | 19.0% |
| <b>US Internet 2016</b>  | Dec 2014               | 13.7% | 14.6% | ----  | 10.7% |
|  | Feb/March 2015         | 14.8% | 14.6% | ----  | ----  |
|  | June / Aug 2015        | 14.9% | 14.8% | 9.0%  | 12.1% |
|  | Sept 2015              | 15.1% | 15.6% | ----  | ----  |
|  | Dec 2015               | 14.6% | 15.6% | 7.8%  | 14.0% |
|  | March 2016             | ----  | 15.6% | ----  | ----  |
|  | June / Aug 2016        | 14.4% | 15.6% | 7.7%  | 17.1% |
|  | Sept / Oct 2016        | 15.1% | 16.9% | ----  | ----  |
|  | Nov / Dec 2016         | 18.0% | 16.9% | 7.8%  | 19.2% |
| <b>US Internet 2017</b>  | March 2016             | ----  | 13.5% | ----  | ----  |
|  | June / Aug 2016        | 12.3% | 13.5% | 8.1%  | 11.8% |
|  | Sept / Oct 2016        | 12.5% | 14.6% | ----  | ----  |
|  | Nov / Dec 2016         | 13.6% | 14.6% | 8.8%  | 12.5% |

**US 2015 Total Ex Directories/Direct Mail, Incl. Political and Olympic**

|  |                 | Forecast Source |       |      |       |
|--|-----------------|-----------------|-------|------|-------|
| <b>US Television 2015, Incl. Political and Olympic</b> | Dec 2014        | -1.4%           | 0.3%  | 1.2% | -3.1% |
|  | Feb/March 2015  | -2.9%           | -0.2% | ---- | ----  |
|  | June / Aug 2015 | -3.5%           | 0.0%  | 0.0% | -2.7% |
|  | Sept 2015       | -5.1%           | -0.3% | ---- | ----  |
|  | Dec 2015        | -4.1%           | -0.4% | 0.0% | -3.1% |
|  | March 2016      | ----            | -0.4% | ---- | ----  |
|  | June / Aug 2016 | -3.5%           | -0.4% | 0.0% | -3.1% |
|  | Sept / Oct 2016 | -3.4%           | -0.4% | ---- | ----  |
|  | Nov / Dec 2016  | -3.3%           | -0.4% | 0.0% | -3.1% |

**Advertising Growth Rate Forecast Comparisons**

|  |  | Forecast Source |       |       |       |
|--|--|-----------------|-------|-------|-------|
| <b>US Television 2016, Incl. Political and Olympic</b> | Dec 2014   | 4.7%            | 2.3%  | ----  | 5.3%  |
|  | Feb/March 2015   | 6.2%            | 1.9%  | ----  | ----  |
|  | June / Aug 2015  | 6.3%            | 1.6%  | 2.0%  | 6.6%  |
|  | Sept 2015  | 4.5%            | 1.6%  | ----  | ----  |
|  | Dec 2015   | 4.5%            | 0.6%  | 2.3%  | 6.6%  |
|  | March 2016   | ----            | 0.9%  | ----  | ----  |
|  | June / Aug 2016  | 7.0%            | 1.4%  | 3.4%  | 7.3%  |
|  | Sept / Oct 2016  | 6.9%            | 2.0%  | ----  | ----  |
|  | Nov / Dec 2016   | 5.6%            | 2.1%  | 4.1%  | 6.4%  |
|  | <b>US Television 2017, Incl. Political and Olympic</b> | March 2016      | ----  | -1.0% | ----  |
| June / Aug 2016  |  | -5.0%           | -0.3% | 2.1%  | -3.0% |
| Sept / Oct 2016  |  | -4.2%           | 0.6%  | ----  | ----  |
| Nov / Dec 2016   |  | -4.8%           | 0.6%  | 2.0%  | -5.0% |

Source: Pivotal Research Group

# Holding Company Earnings



**Publicis Groupe (PA:PUB)** - Leo Burnett, a part of Publicis Groupe's creative Solution Publicis Communications announced the appointment of Andrew Swinand as North American CEO, marking the agency's ongoing commitment to defining the next generation of marketing. This nomination builds on the recent positive momentum achieved by the wins of Jim Beam and MillerCoors, combined with record performances at the 2016 Cannes Lions and Clio Awards. Swinand, 48, takes on this role as of Monday 9th January.

In addition to naming Swinand CEO, Leo Burnett announced the acquisition of two companies from Swinand's: Abundant Venture Partners – The Abundance and Ardent. These agencies will add to Leo Burnett's growing arsenal of data, creative and technology capabilities. Ardent provides proprietary technology that uses search data to understand behavior and predict consumer intent, and The Abundance applies these learning to inform custom content. Together, they count sixty employees who will join the Leo Burnett team this month.

## Publicis Groupe Financial Results (€m)

|         | 2016 Q4 (ESTIMATED) | 2015 Q4 | REVENUE CHANGE % | ORGANIC GROWTH |
|---------|---------------------|---------|------------------|----------------|
| Revenue | 2,814               | 2,734   | 2.9%             | 0.2%           |

## Publicis Groupe Revenue by Region (€m)

|                    | THREE MONTHS ENDED IN DEC 31, 2016 (ESTIMATED)* | THREE MONTHS ENDED IN DEC 31, 2015 | REPORTED GROWTH | ORGANIC GROWTH |
|--------------------|---|------------------------------------|-----------------|----------------|
| Europe             | 793   | 770                                | 3.0%            | 7.6%           |
| North America      | 1,542   | 1,417                              | 8.8%            | -4.0%          |
| Asia Pacific       | 304   | 320                                | -4.9%           | -0.4%          |
| Latin America      | 96  | 134                                | -28.4%          | 13.1%          |
| Middle East Africa | 78  | 93                                 | -15.7%          | 4.1%           |
| <b>Total</b>       | <b>2,814</b>                                    | <b>2,734</b>                       | <b>2.9%</b>     | <b>0.2%</b>    |

## Publicis Groupe Stock Price

|                      | 31-DEC-16 | 31-DEC-15 |
|----------------------|-----------|-----------|
| Adjusted Close Price | € 65.55   | € 61.38   |

\*Estimated revenue by region is in line with first nine months 2016 percentage



**Interpublic (NYSE:IPG)** - Interpublic Group announced on 10 January 2017 that it will release earnings for the fourth quarter and full year ended December 31, 2016 on the morning of February 10, 2017. On November 8, 2016 they declared a quarterly dividend on IPG common stock of \$0.15 per share.

Interpublic Group has received a perfect score of 100 percent on the 2017 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality, administered by the Human Rights Campaign Foundation (HRC). This marks the eighth year IPG has received a perfect score. IPG also received the distinction of “Best Places to Work for LGBT Equality” by HRC.

### Interpublic Financial Statement (\$m)

|                    | 2016 Q4<br>(ESTIMATED) | 2015 Q4 | CHANGE % |
|--------------------|------------------------|---------|----------|
| Revenue            | 2,262.9                | 2,196.2 | 3.0%     |
| Operating Expenses | 1,715.0                | 1,739.8 | 2.5%     |
| Operating Income   | 207.2                  | 456.4   | 7.9%     |
| Operating Margin   | 10.8%                  | 20.8%   |          |
| Net Income         | 132.6                  | 260.3   | 1.2%     |

### Interpublic Revenue by Region (\$m)

|               | THREE MONTHS ENDED IN<br>DEC 31, 2016 (ESTIMATED) | THREE MONTHS<br>ENDED IN DEC 31, 2015 | CHANGE % |
|---------------|---|---------------------------------------|----------|
| United States | 1,375.58  | 1,221.10                              | 12.7%    |
| International | 892.32  | 975.10                                | -8.5%    |

### Interpublic Stock Price

|                      | 31-DEC-16 | 31-DEC-15 |
|----------------------|-----------|-----------|
| Adjusted Close Price | \$23.41   | \$23.28   |

\*Estimated revenue by region is in line with first nine months 2016 percentage



# OmnicomGroup

**Omnicom (NYSE:OMC)** - Omnicom agencies continued their tradition of delivering outstanding creativity and effectiveness by winning top honors in the annual Campaign UK Agency of the Year Awards. For the third year straight, adam&eveDDB won the title of Advertising Agency of the Year. Meanwhile, PHD capped off another record year of standout work by being named Media Network of the Year. In Campaign's Asia-Pacific Awards, Omnicom's creative and media networks excelled, winning multiple Agency of the Year titles across the region. For instance, BBDO China won China Creative Agency of the Year.

Omnicom declared a quarterly dividend of 55 cents per outstanding share of the corporation's common stock on Dec. 8, 2016.

## Omnicom Financial Results (\$m)

|                    | 2016 Q4 (ESTIMATED) | 2015 Q4 | CHANGE % |
|--------------------|---------------------|---------|----------|
| Revenue            | 4,226.6             | 4,153.3 | 1.8%     |
| Operating Expenses | 3,367.0             | 3,577.8 | 1.9%     |
| Operating Income   | 453.1               | 601.9   | 12.7%    |
| Operating Margin   | 12.0%               | 14.5%   |          |
| Net Income         | 278.2               | 390.6   | 15.8%    |

## Omnicom Revenue by Region (\$m)

|                     | THREE MONTHS ENDED IN<br>DEC 31, 2016 (ESTIMATED)* | THREE MONTHS ENDED IN<br>DEC 31, 2015 | CHANGE % |
|---------------------|--|---------------------------------------|----------|
| <b>AMERICAS</b>     |  |                                       |          |
| North America       | 2,536.7  | 2,458.9                               | 3.2%     |
| Latin America       | 108.5  | 93.0                                  | 16.6%    |
| <b>EMEA</b>         |  |                                       |          |
| Europe              | 1,067.5  | 1,095.3                               | -2.5%    |
| Africa and Mid East | 70.3   | 72.3                                  | -2.8%    |
| <b>ASIA PACIFIC</b> |  |                                       |          |
|                     | 443.7  | 433.8                                 | 2.3%     |

## Omnicom Stock Price

|                      | 31-DEC-16 | 31-DEC-15 |
|----------------------|-----------|-----------|
| Adjusted Close Price | \$85.11   | \$75.66   |

\*Estimated revenue by region is in line with first nine months 2016 percentage

# WPP

**WPP (LSE:WPP, NASDAQ:WPPGY)** - On 29 November 2016, WPP announced that it has acquired, subject to regulatory approval, Promotion Execution Partners, LLC (“PEP”), a project management and procurement company that oversees shopper marketing promotions for clients, in the US. Since its founding in 2004, PEP has managed over US\$3.5 billion in marketing spend across 35,000 campaigns for over 500 brands worldwide. Clients include Heinz, Johnson & Johnson, Kraft Foods Group and Procter & Gamble.

The acquisition continues WPP’s strategy of investing in high-priority segments, such as shopper marketing and e-commerce, and important markets, such as the US.

## WPP Financial Results (£m)

|           | 2016 Q4<br>(ESTIMATED) | 2015 Q4 | CHANGE% |
|-----------|------------------------|---------|---------|
| Revenue   | 2,565                  | 3,469   | -26.05% |
| Net Sales | 2,174                  | 2,965   | -26.68% |

## WPP Net Sales by Region (£ m)

|                    | THREE MONTHS ENDED IN<br>DEC 31, 2016 (ESTIMATED) | THREE MONTHS ENDED IN<br>DEC 31, 2015 | CHANGE %       |
|--------------------|---|---------------------------------------|----------------|
| North America      | 818   | 1,057                                 | -22.63%        |
| United Kingdom     | 292   | 412                                   | -29.17%        |
| W Cont. Europe     | 422   | 598                                   | -29.37%        |
| AP, LA, AME, CEE   | 642   | 898                                   | -28.53%        |
| <b>Total Group</b> | <b>2,174</b>                                      | <b>2,965</b>                          | <b>-26.68%</b> |

## WPP Stock Price

| ADJUSTED CLOSE PRICE | 31-DEC-16 | 31-DEC-15 |
|----------------------|-----------|-----------|
| LSE                  | £1,816.00 | £1,563.00 |
| Nasdaq               | \$110.66  | \$114.74  |

\*Estimated revenue by region is in line with first nine months 2016 percentage



**HAVAS (PA:HAV)** - The Havas Group announced that it took a 100% stake in Amsterdam-based Lemz, a leading full service agency in The Netherlands. The agency combines advertising, PR, digital and technology to create meaningful campaigns and creativity to contribute to a happier and healthier society. Founded in 2000, Lemz was recognized at the Cannes Festival of Creativity in 2014 as the 2nd best independent agency in the world, in particular for its globally acclaimed Sweetie campaign, against on-line child abuse. The agency is known as a pioneer for pro-social creativity and its team of 45 digital natives dedicate their talent to clients such as IKEA, Nederlandse Loterij, health insurer CZ, Greenchoice, pension fund PFZW and Hallmark.

The CEO of the Havas Group said the Dutch market is one of the most international and dynamic markets in Europe and many of our key clients are based in The Netherlands. Lemz's agile organizational model fits perfectly with their Together strategy.

### Havas Financial Statement (€m)

|         | 2016 Q4<br>(ESTIMATED) | 2015 Q4 | CHANGE % | ORGANIC GROWTH |
|---------|------------------------|---------|----------|----------------|
| Revenue | 668                    | 638     | 4.8%     | 1.8%           |

### Havas Revenue by Region (€m)

|                    | THREE MONTHS ENDED IN<br>DEC 31, 2016 (ESTIMATED)* | THREE MONTHS ENDED<br>IN DEC 31, 2015 | CHANGE %    | ORGANIC<br>GROWTH |
|--------------------|--|---------------------------------------|-------------|-------------------|
| Europe             | 338  | 318                                   | 6.3%        | 7.7%              |
| North America      | 236  | 211                                   | 11.8%       | -1.2%             |
| APAC & Africa      | 53   | 59                                    | -10.0%      | -7.1%             |
| LATAM              | 42   | 50                                    | -16.9%      | -6.3%             |
| <b>Total Group</b> | <b>668</b>   | <b>638</b>                            | <b>4.8%</b> | <b>1.8%</b>       |

### Havas Stock Price

|                      | 31-DEC-16 | 31-DEC-15 |
|----------------------|-----------|-----------|
| Adjusted Close Price | € 8.00    | € 7.76    |

\*Estimated revenue by region is in line with first nine months 2016 percentage

# 90 days of M&A

Dentsu and WPP lead the way in 2016’s Holding Company M&A League table with 39 and 36 deals, respectively. Chinese firms continued their acquisition streak, with Miteno coming in 3rd place, Keda Group in 5th and Nantong Metal Forging Group in 6th place for the year. This year of marketing M&A tracking has revealed several new players entering this space, including cloud companies and consultants, but for now at least the traditional agency holding groups are still leading the way.

## 2016 HOLDING COMPANY M&A LEAGUE Global / Q4 2016

| RANK THIS MONTH | RANK LAST MONTH | HOLDING GROUP               | RECENT ACQUISITIONS  | TOTAL SALES VALUE (US\$M) | NUMBER OF DEALS |
|-----------------|-----------------|-----------------------------|--|---------------------------|-----------------|
| 1               | 1               | Dentsu                      | Survios, Bluecom Group, Happy Creative Services, Kenneo, Merkle, Gyro          | 1,952                     | 39              |
| 2               | 2               | WPP                         | Entreprise de Communications Tank , Eperium. StartJG, Linkpulse, iStrategyLabs | 1,156                     | 36              |
| 3               | 3               | Miteno                      | BBHI   | 900                       | 1               |
| 4               | 4               | Salesforce                  | Krux   | 700                       | 1               |
| 5               | 5               | Keda Group                  | itrax, ASEA, Beijing Zhiyue Internet, Data 100                                 | 491                       | 4               |
| 6               | 6               | Nantong Metal Forging Group | All Ways Advertising, Wezonet, Run Ad  | 371                       | 3               |
| 7               | 7               | Telenor                     | Tapad  | 360                       | 1               |
| 8               | 8               | Nielsen                     | Pointlogic, Repucom  | 252                       | 2               |
| 9               | 9               | IBM                         | Aperto, Resource/Ammirati, ecx.io  | 245                       | 3               |
| 10              | 10              | Simei                       | Grand Media, Zhangwei Technology, Key iMedia                                   | 232                       | 3               |
| 11              | 11              | Cognizant                   | Idea Couture, Mirabeau BV  | 182                       | 2               |
| 12              | 12              | Accenture                   | Karmarama, IMJ   | 175                       | 2               |
| 13              | 13              | Sky Dragon Group            | QDZZ, UniqueAd   | 170                       | 2               |
| 14              | 14              | Citeo                       | HookLogic  | 168                       | 1               |
| 15              | 15              | CSM                         | LeadDog Marketing Group  | 168                       | 1               |
|                 |                 |                             |  | <b>7,522</b>              | <b>85</b>       |

# New Business League

Among creative and digital agencies, BBDO ended the year in first place, consistently pursued by sister agency DDB with Ogilvy in third place. Ogilvy's big Vodafone win helped them close the gap in the final month. BBDO extended its VW relationship in Brazil, helping it stay in a leadership position. Looking to media agencies, PHD's VW win and 185 others allowed it to finish the year as number one, closely followed by Omnicom's Hearts and Science. Starcom moved up significantly off the back of the global Fiat Chrysler and Mars wins to finish the year in the top ten.

## 2016 CREATIVE AGENCIES NEW BUSINESS LEAGUE Global /Q4 2016

| RANK THIS MONTH | RANK LAST MONTH | AGENCY            | RECENT WINS   | ESTIMATED YTD WIN REVENUE (USD \$ M) | RECENT LOSSES            | ESTIMATED YTD WIN REVENUE (USD \$ M) | NUMBER OF WINS |
|-----------------|-----------------|-------------------|---|--------------------------------------|--------------------------|--------------------------------------|----------------|
| 1               | 1               | BBDO              | Neulasta US, Merisant Global, Volkswagen Brazil, Kiabi France               | 351.3                                | Sainsbury's UK           | 269.3                                | 35             |
| 2               | 2               | DDB               | Samsung(TV and Home Appliances) North America, McDonald's Singapore         | 231.5                                | Qualcomm US              | 182.0                                | 323            |
| 3               | 3               | Ogilvy            | KFC Germany, Sipsmith Gin UK, British Airways (Digital) Global, Vodafone UK | 198.8                                | Expedia Europe           | 171.4                                | 606            |
| 4               | 4               | Droga5            | Sprint US, Google Pixel Global, The New York Times US, Seat Europe Project  | 125.7                                | Diet Coke US             | 109.0                                | 11             |
| 5               | 5               | McGarryBowen      | United Airlines Global, Clorox Global, JC Penney US, Mondelez US Project    | 113.4                                | Staples US               | 108.4                                | 24             |
| 6               | 6               | McCann WorldGroup | Reckitt Benckiser (Lysol/Dettol) Global, Staples US, Godiva Chocolatier US  | 130.1                                | General Mills US         | 101.8                                | 542            |
| 7               | 7               | TBWA              | TD Bank US, PMU France, Vicks Europe, Intel (B2B) Global                    | 110.8                                | Car2Go US                | 93.4                                 | 168            |
| 8               | 8               | Isobar            | Martell France, Western Union UK, Huawei UK Project                         | 69.7                                 | Kellogg's UK             | 69.0                                 | 307            |
| 9               | 10              | Y&R               | Reliant Energy US, Cirque du Soleil US, 2020 Census US, Chanel UK           | 73.4                                 | Marks & Spencer UK       | 54.6                                 | 187            |
| 10              | 9               | VML               | New Balance Global, Electrolux US, Lipton Brisk US, GMCVB US                | 51.6                                 |                          | 51.6                                 | 8              |
| 11              | 11              | FCB               | Clorox Global, Academy Sports + Outdoor US, The Big Issue UK                | 58.3                                 | Vonage US                | 49.1                                 | 65             |
| 12              | 12              | Anomaly           | Coty (Sally Hansen) Global, Beats by Dr. Dre Global, Sally Hansen Global    | 46.2                                 | Duracell US              | 42.7                                 | 9              |
| 13              | 14              | Dentsu            | LTA Singapore, Paty & Vienisima (BRF) Argentina, LEXUS China Project        | 44.3                                 | Weet-Bix Australia       | 41.3                                 | 196            |
| 14              | 15              | Saatchi & Saatchi | GSK Global, Wal-Mart - Asda UK, Wal-Mart US, Bacardi China                  | 99.8                                 | Toyota US                | 40.2                                 | 112            |
| 15              | 13              | 72andSunny        | General Mills   | 40.0                                 |                          | 40.0                                 | 1              |
| 16              | 16              | MMB               | Subway US   | 37.5                                 |                          | 37.5                                 | 1              |
| 17              | 17              | CHI & Partners    | Toyota Europe, McVitie's and Godiva UK                                      | 35.7                                 | Drench/R White's UK      | 34.9                                 | 3              |
| 18              | 18              | Redscout          | General Mills   | 30.0                                 |                          | 30.0                                 | 2              |
| 19              | 20              | Publicis          | HPE Global, Sanofi Pasteur US, Heineken(Digital) UK                         | 107.0                                | Renault(Digital) Germany | 29.7                                 | 317            |
| 20              | 19              | GSD&M             | Dodge US, Blue Bunny US, Hilton US Project                                  | 27.0                                 | Newell Rubbermaid US     | 27.0                                 | 3              |
|                 |                 |                   |   |                                      |                          | <b>1,582.9</b>                       | <b>2,920</b>   |

## 2016 MEDIA AGENCIES NEW BUSINESS LEAGUE Global / Q4 2016

| RANK THIS MONTH | RANK LAST MONTH | AGENCY             | RECENT WINS   | ESTIMATED YTD WIN REVENUE (USD \$ M) | RECENT LOSSES                  | ESTIMATED OVERALL YTD REVENUE (USD \$ M) | NUMBER OF WINS |
|-----------------|-----------------|--------------------|---|--------------------------------------|--------------------------------|--|----------------|
| 1               | 1               | PHD                | AIA Italy, Rabobank Groep Netherlands, Volkswagen Global, Canon UK                              | 183.3                                | Mars Finland                   | 179.6                                    | 186            |
| 2               | 2               | Hearts & Science   | AT&T US   | 135.0                                |                                | 135.0                                    | 1              |
| 3               | 3               | Mindshare          | 21st Century Fox Europe, Abbott US, Wyeth (Planning) China, IKEA Australia                      | 146.2                                | Tim Hortons Canada             | 109.3                                    | 469            |
| 4               | 4               | Havas Media        | Swarovski Global, 21st Century Fox LatAm, Deka Bank Germany, Hyundai Kia Mexico                 | 89.4                                 | Nationwide Building Society UK | 75.3                                     | 249            |
| 5               | 7               | OMD                | Campofrio Food Group Spain, Bancolombia Colombia, JCPenney Puerto Rico                          | 108.0                                | Heinz Australia                | 64.0                                     | 353            |
| 6               | 5               | Zenith             | 21st Century Fox APAC, ZDF Germany, Coty Global, STB Global                                     | 113.2                                | Nestle Germany                 | 60.6                                     | 96             |
| 7               | 6               | Carat              | AA UK, Premier Foods UK, Coca-Cola Canada, C&A Europe, Mutua Madrileña Spain                    | 97.5                                 | Monoprix France                | 60.4                                     | 457            |
| 8               | 8               | GroupM             | Target US, Westpac Australia, IKEA (Media Buying) Global  | 51.1                                 | UrbanClap India                | 49.7                                     | 4              |
| 9               | -               | Starcom            | FCA (Alfa Romeo, Chrysler and Jeep) EMEA & APAC, Mars (Buying) Asia(8 Markets), Heinz Australia | 74.3                                 | Coca-Cola China                | 46.7                                     | 79             |
| 10              | 9               | Horizon Media      | Avon US, Chobani US, La Quinta Hotels US, LG Electronics US                                     | 36.1                                 |                                | 36.1                                     | 7              |
| 11=             | -               | RPA                | Honda and Acura(Media Buying) US  | 30.0                                 |                                | 30.0                                     | 1              |
| 11=             | 10              | Vizeum             | Ikea UK, Total S.A. Global, Sonos Global, E.on UK, TSB UK                                       | 43.1                                 | BMW UK                         | 30.0                                     | 92             |
| 13              | 11              | Initiative         | IKEA Italy, Graftschafter Germany, Hans Anders Netherlands                                      | 45.4                                 | USAA US                        | 29.8                                     | 202            |
| 14              | 13              | Universal McCann   | Tim Hortons Canada, BEF Foods US, H&M France, Fitbit US   | 64.9                                 | Danone Egypt                   | 23.2                                     | 249            |
| 15              | 12              | Dentsu Media       | Calzedonia Russia, Japan National Tourism Organisation Malaysia                                 | 26.7                                 | FCA Japan                      | 21.6                                     | 262            |
| 16              | 14              | M/SIX              | Toyota Europe   | 17.2                                 |                                | 17.2                                     | 1              |
| 17              | 15              | MediaHub           | Western Union Global  | 17.9                                 | La Quinta Hotels US            | 16.1                                     | 1              |
| 18              | 16              | Dentsu Aegis Media | IKEA (Media Buying) Global, Diageo Global   | 15.0                                 |                                | 15.0                                     | 2              |
| 19              | 19              | Blue 449           | Monoprix France, HPE Global, Intu Shopping Centres UK, Walmart Asda UK                          | 15.1                                 | IKEA Australia                 | 12.7                                     | 13             |
| 20              | 18              | Merkle             | Warner Bros and HBO (Digital)   | 12.5                                 |                                | 12.5                                     | 1              |
|                 |                 |                    |   |                                      |                                | <b>1,024.8</b>                           | <b>2,725</b>   |

# HOLDING COMPANY NEW BUSINESS LEAGUE

This year, R3 rolled up more than 8,000 wins across 400+ agencies globally. Not surprisingly, Omnicom dominated the overall results, adding a staggering 6.5% to their overall revenue through this year's new business development, almost \$1b. WPP was relegated to second place, with both Dentsu and MDC return the next best results as a percent of their 2016 revenue base.

## 2016 NEW BUSINESS LEAGUE HOLDING GROUP RANKING Global / Q4 2016

| RANK THIS QUARTER | RANK LAST QUARTER | HOLDING GROUP   | ESTIMATED CREATIVE YTD REVENUE (USD \$M) | ESTIMATED MEDIA (USD \$M) | ESTIMATED OVERALL YTD REVENUE (USD \$M) | AS % OF 2015 REVENUE | NO. OF WINS |
|-------------------|-------------------|-----------------|--|---------------------------|---|----------------------|-------------|
| 1                 | 1                 | Omnicom         | 616.2                                    | 369.7                     | 985.9                                   | 6.5%                 | 1,094       |
| 2                 | 2                 | WPP             | 385.9                                    | 59.0                      | 444.9                                   | 2.4%                 | 2,297       |
| 3                 | 3                 | Dentsu          | 185.1                                    | 136.7                     | 321.8                                   | 4.8%                 | 1,155       |
| 4                 | 5                 | Publicis Groupe | 94.4                                     | 68.8                      | 163.3                                   | 1.5%                 | 844         |
| 5                 | 4                 | Interpublic     | 84.8                                     | 60.3                      | 145.0                                   | 1.9%                 | 1,192       |
| 6                 | 7                 | MDC             | 120.6                                    | 0.0                       | 120.6                                   | 9.1%                 | 47          |
| 7                 | 6                 | Havas           | 10.0                                     | 71.3                      | 81.3                                    | 3.2%                 | 305         |
|                   |                   |                 |  |                           | 2,263                                   | 3.6%                 | 6,934       |

## CMOs on the Move

---



### CAROLYN FEINSTEIN

DROPBOX, CMO

File sharing giant Dropbox has named Carolyn Feinstein as their new CMO. She has more than 20 years' experience in the industry, with former roles including SVP marketing for Electronic Arts (EA) and VP of marketing for Pure Storage. Dropbox's former VP of Marketing, Julie Herendenen left the company in early 2016 to join the board at Hubspot.



### MARCEL MARCONDES

AB INBEV, VP OF MARKETING, US

AB InBev has installed Marcel Marcondes as their new VP of Marketing overseeing the US market. Marcel's previous role at AB InBev was the global VP of Marketing for brands and growth development platforms. He joined the company in 2005, after spending eight years with Unilever. His appointment comes during a trying time for the brewer's biggest brand, Bud Light.



### JACKSON JEYANAYAGAM

Boxed, CMO

Start-up delivery service Boxed recently brought on Jackson Jeyanayagam as their first-ever CMO. He joins the company from his previous role as Director of digital marketing for Chipotle, and prior to that role, he was on the agency side as the lead digital strategist for Taylor. Jeyanayagam will report directly to Boxed CEO, Chieh Huang.



### BOB RUPCZYNSKI

Mondelez, VP- head of global media & digital

Mondelez recently hired Bob Rupczynski as the VP-head of global media and digital as the snack food giant looks to operate more efficiently going forward. Prior to joining, Rupczynski was the VP of media, data and CRM for Kraft Heinz, with previous experience including roles at Wrigley and Alberto Culver. Rupczynski reports to Mondelez CMO, Dana Anderson.



### BRIAN MONAHAN

Pinterest, Head of Vertical Strategy

Pinterest recently tapped veteran marketer Brian Monahan as their new head of vertical strategy. Most recently, Monahan was the VP of Marketing for Walmart, a role which he left in early 2016 to focus on his media and events company, NewCo. Prior roles include stints agencies including Magna, IPG Media Lab and McCann. In his role at Pinterest, he will be responsible for developing and managing marketing programs to increase awareness, enhance adoption, and drive revenue for Pinterest.

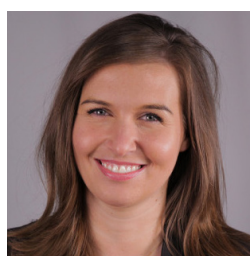




## **SARAH BARRON**

Costa Coffee, CMO

Costa Coffee has appointed Sarah Barron as their new Chief Marketing Officer. She has worked with the coffee shop giant for over two years on a consultancy basis, and was instrumental in launching their APAC business. Prior to moving into consulting in 2011, Barron was with Cadbury for 11 years in several roles, including marketing director for Southern Europe, global innovation for chocolate and managing director for Green&Black's brand.



## **LAURA HENDERSON**

BUZZFEED, SVP MARKETING

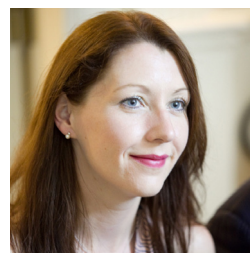
Long-time Mondelez marketer, Laura Henderson, has recently joined BuzzFeed as their SVP of marketing. Henderson joined Cadbury in 2008 as a brand manager, and quickly rose through the ranks at Mondelez, holding roles such as head of media & communications planning for the US and NA, and Global head of content & media monetization. At BuzzFeed, she will lead all marketing efforts for the advertising industry.



## **DAVID GODSMAN**

COCA-COLA, CHIEF DIGITAL MARKETING OFFICER

Coca-Cola recently brought in former Bank of America executive, David Godsmann, to be the company's first Chief Digital Marketing Officer. Since 2011 Godsmann held several roles at BOA, the most recent being SVP Head of Emerging Payments & Commerce. Previous stints included senior marketing positions at Starwood Hotels, Citi Group and Travelers Group. In his new role at Coke, Godsmann will be tasked with making them a truly digital company.



## **ANNA RAFFERTY**

BBC WORLDWIDE, DIRECTOR OF DIGITAL MARKETING

BBC Worldwide made a significant addition to their marketing team in the form of new director of digital marketing, Anna Rafferty. Rafferty's previous roles include Director of Product, Creative and Content for Pottermore, as well as Managing Director of Penguin Digital. In this new, role she will set the digital plans and marketing launches for major BBC brands and TV programs.

## Agency People Movement

---



### JOANNA CATALANO

IProspect, CEO APAC

Dentsu Aegis Network recently appointed former Google executive Joanna Catalano as the new CEO of iProspect APAC. Most recently, Catalano served as the head of APAC agency business for the search engine giant, but has held several roles at Google over the years. In her new role at iProspect, she will aim to bring creativity to the realm of performance marketing while looking for opportunities for inter-agency collaboration within the network.

---



### JOHN REID

DEEP FOCUS, CHIEF CREATIVE OFFICER US

Deep Focus hired John Reid as their Chief Creative Officer in the US, rounding out their leadership team for the region. Reid's agency experience includes stints at Wunderman, ATTIK and CP+B. In this role with Deep Focus, he will lead creative efforts across a client roster that includes eBay, Intel, Nestle, Frito-Lay and several others. Reid will report directly to Deep Focus CEO, Ian Schafer.

---



### BRENT ANDERSON

TBWA\MEDIA ARTS LAB, CHIEF CREATIVE OFFICER

Brent Anderson has been named the Chief Creative Officer at TBWA\Media Arts Lab, the agency's first change of this kind since 2009. He will be tasked with leading the shop's Apple-dedicated business unit, taking over for Duncan Milner as he moves into the role of global creative president. Anderson has been with TBWA\Chiat\Day since 2005, and began his career in advertising at JohnsonSheen (now called North).

---



### DAVID PATTON

Y&R, GLOBAL PRESIDENT

David Patton was recently poached by Y&R from their WPP sister agency to fill the role of Global President. Patton previously served as the President and CEO of Grey EMEA, and prior to that was group CEO for Grey London. Before joining Grey, he had several stints on the client side for both Sony Electronics and Nintendo. In his new role at Y&R, Patton will report directly to the global CEO David Sable.

---



### JULIA MEE

GS&P, CMO

Goodby Silverstein & Partners recently named Julie Mee as the agency's first Chief Marketing Officer. Mee has a strong marketing background, and worked with GS&P on the client side during stints at Cisco, Yahoo! and HP. In this new role with GS&P, she will be responsible for all the shop's marketing efforts, including communicating its value to both clients and prospective clients.



## CARTER CHOW

JWT, CEO CHINA

JWT APAC recently appointed 22-year advertising veteran Carter Chow as the new China CEO for the shop. Chow joins JWT from his previous role of CMO for McCann Worldgroup Greater China. Previous roles include managing director at McCann Shanghai, and managing director at Y&R Shanghai. In his new role, Chow will report directly to agency's APAC CEO, John Gutteridge.

---



## KARINA WILSHER

ANOMALY, GLOBAL COO

Anomaly's New York Partner and CEO, Karina Wilsher, recently moved to London to take on her new role as the Global Chief Operating Officer. Wilsher joined the shop in 2010 after nearly a decade with Fallon. She will continue to work with the agency's many multi-office clients, including Google, Diageo, Converse, YouTube and several others.

---

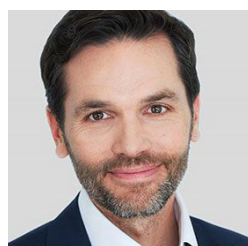


## BRIAN NIENHAUS

WE ARE UNLIMITED, PRESIDENT & CEO

Omnicom's new McDonald's-dedicated shop, We Are Unlimited (Unlimited for short), has named Brian Nienhaus as President and CEO. Prior to his appointment, Nienhaus was a project manager at BBDO New York. In his new role, he will report directly to DDB North America CEO, Wendy Clark who led the pitch process for Omnicom.

---



## NICOLAS BIDON

XAXIS, GLOBAL PRESIDENT

GroupM's adtech unit, Xaxis, recently announced the promotion of their European CEO to the role of President. Bidon's former roles include Global CEO of Plista, and senior roles on the client-side with Yahoo! In his new role, Bidon will be responsible for Xaxis' overall strategy, leading their technological expansion and data offering, while focusing on accountability and performance.

---



## ARI WEISS

DDB, NORTH AMERICA COO

Ari Weiss was recently appointed to the newly-created role of Chief Creative Officer for DDB North America. He joins the shop from his previous role of CCO for BBH New York, and has previously held senior roles at several agencies, including BBDO, Wieden&Kennedy, 180LA, GS&P, among others. In this new role, Weiss will report directly to Wendy Clark and oversee DDB's 17 North American offices.



## **RETURN ON AGENCIES**

We help marketers find, pay and keep the best possible agency relationships – covering Creative, Media, PR, Digital, Social, Performance, Event, Promotions and CRM.

We take the lead in improving the Integration process through proprietary software and consulting.

## **RETURN ON MEDIA**

We offer professional analysis of the media process, planning and buying with proprietary benchmarks and tools to set and measure performance.

We conduct financial audits to validate and benchmark transparency.

## **RETURN ON INVESTMENT**

We review marketing data, structure and processes to help benchmark and drive improvement.

We track Digital Engagement in China through a proprietary study in China called EnSpire.

# Contact us

---

## North America

---

### New York

57 W 57th Street 4th floor  
New York, NY 10019  
USA  
T +1 646 416 8088

## Latin America

---

### Sao Paulo

## Europe

---

### London

Waterhouse Square, 138  
Holborn, EC1N 2SW  
Tel: +44 20 7998 9588

### Madrid

## Asia Pacific

---

### Beijing

A 1801, Chaowai SOHO,  
No.6 B Chaowai Street,  
Chaoyang District,  
Beijing 100020, China  
T +8610 5900 4733  
F +8610 5900 4732

### Shanghai

Room 4203,  
United Plaza,  
1468 Nan Jing Road West,  
Shanghai, 200040, China  
T +8621 6212 2310  
F +8621 6212 2327

### Hong Kong

23/F, One Island East  
18 Westlands Road  
HongKong.  
T +852 3750 7980

### Singapore

69A Tras Street,  
Singapore 079008  
T +65 6221 1245  
F +65 6221 1120

### Ho Chi Minh City

Floor 3, 25A Mai Thi Luu  
Street, Da Kao Ward,  
District 1, HCM City, Vietnam  
T +84 08 6290 3336

## Social Media

---

 [www.rthree.com](http://www.rthree.com)  
Website

 [weibo.com/r3china](http://weibo.com/r3china)  
Weibo

 [twitter.com/R3WW](https://twitter.com/R3WW)  
Twitter

 [facebook.com/r3worldwide](https://facebook.com/r3worldwide)  
Facebook

 [linkedin.com/company/r3](https://linkedin.com/company/r3)  
LinkedIn





New York

---

London

---

Shanghai

---

São Paulo

---

Singapore

---

Beijing

---

[www.rthree.com](http://www.rthree.com)