

# Q1/2017 **R3**View



Welcome to the Q1 2017 R3VIEW, our regular quarterly report on the marketing communications industry. In this issue, we look at the biggest stories in the industry, the Q1 estimates for the holding groups, CMOs and Agency Execs on the move, along with the Q1 M&A and New Business results.

## The Biggest Stories

### Brand Safety Issues Come to the Forefront

Several leading brands and agencies, including J&J, Verizon and [Havas](#), suspended ad spends on YouTube early in Q1 amid fears of brand safety issues. Several major advertisers saw their ads running alongside videos that were purportedly pro-terrorism, overtly racist or otherwise inappropriate. P&G's Marc Pritchard began the year by calling for digital to "clean up and grow up," and it appears as though Google is going to have to heed his words. However, several major industry players at [Advertising Week Europe](#) urged marketers and agencies alike to remember that it's not just Google with the problem, the whole adtech landscape needs more robust processes.

YouTube has promised to take steps to ensure brand safety going forward, including not running ads on channels with less than [10,000 views](#), and even inviting 3rd party vendors come in to audit the platform. Meanwhile, several agencies have started developing solutions for their clients, with Omnicom going so far as to create a whitelist to ensure that videos are appropriate for advertising.

### CMO's Tackled Digital Transformation at NY Roundtable

A [CMO Roundtable](#) event held by R3 earlier this year in New York brought together senior marketers from Coca-Cola, Hershey's, Unilever, HSBC,

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.

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Converse, GSK and several others to talk about digital transformation. The discussion centered on the challenges posed by digital, and how CMOs could champion the transformation within their own organizations. Four key themes emerging by the end of the day: curing the “legacy disease,” leveraging internal and external resources, increasing your integration IQ and hiring the right talent.

For more on R3 Roundtables, contact [erin@rthree.com](mailto:erin@rthree.com).

### Understanding the Global Agency Landscape

R3’s annual endeavor to create a map of the global agency landscape is complete for 2017. The [Global Agency Family Tree](#) looks at the 10 largest holding groups’ structure, identifying the agency groups that fall under each, as well as the core services of each agency. In today’s increasingly fragmented ecosystem, staying up to date is key. Similar family trees for the China and APAC Agency landscapes can be found [here](#) and [here](#). Each family tree is compiled from holding company sources, open-source data, and R3’s own insights.

### Publishers, Consulting Firms & Cloud Companies Dominate Marketing M&A

Of the 398 marketing services acquisitions in 2016, only 22% were made by the six biggest agency holding companies. [Consulting firms, cloud companies and publishers](#) dominated the year in M&A, with the total deal value for the year capping out at \$14 billion. Perhaps the most surprising trend was the publishers moving into the agency space looking to diversify revenue streams. The NYT, Vice media, Financial Times and Time, Inc. made deals that totaled nearly \$90 million.

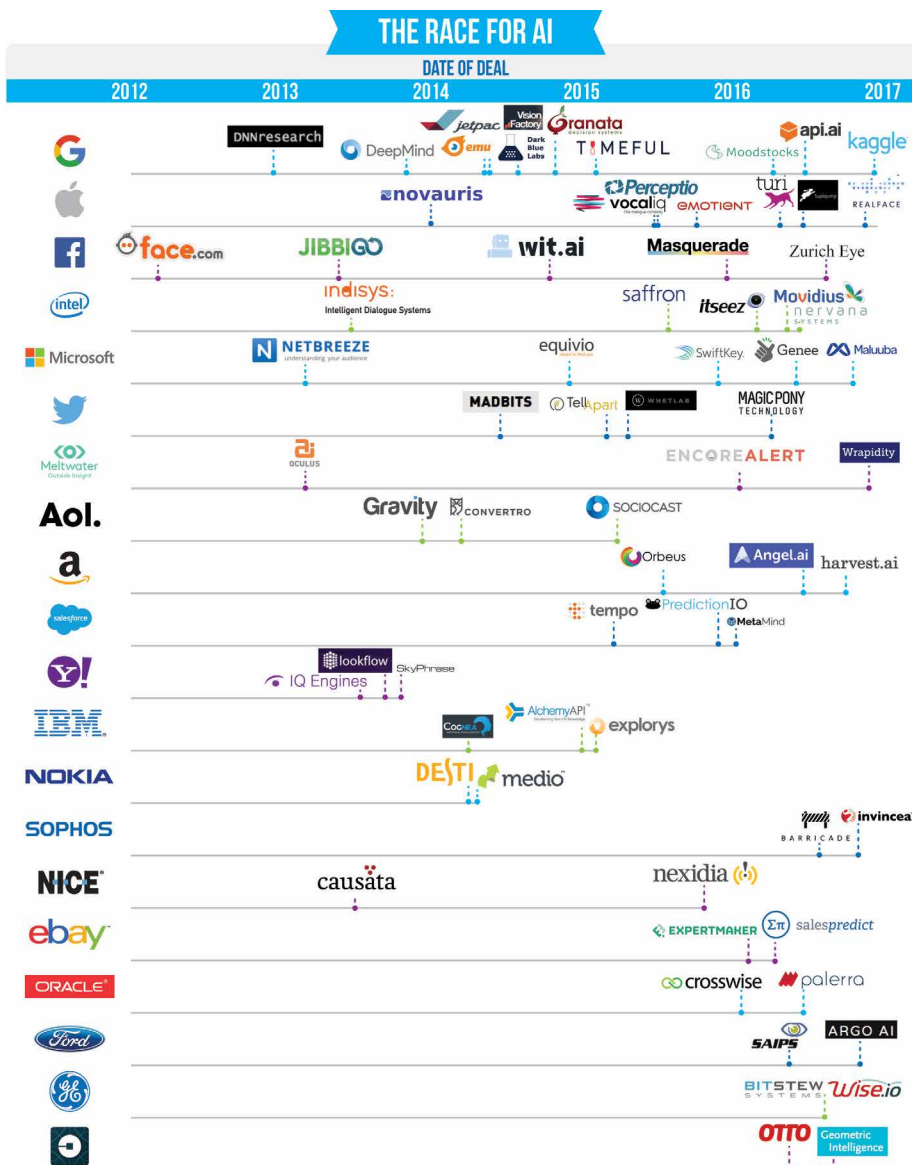
The Financial Time’s acquisition of Alpha Grid recently made the news again, when [Ad Age reported](#) that their paid posts were up 400% since the deal.

For the most recent M&A League, click [here](#).

### The Race for AI

In other M&A news, the race for AI is heating up with tech giants and brands alike competing to make acquisitions in the space. Artificial Intelligence is likely to grow by leaps and bounds in 2017, with stories of AI ad agencies and [Facebook’s](#) AI-powered camera – unveiled at their latest developer conference – coming to the forefront in Q1. According to CB Insights, over 200 private companies using AI algorithms have been acquired since 2012, with 30 deals alone taking place in Q1 of this year. Unsurprisingly, Google, Apple and Facebook lead the pack in AI company acquisitions, while brands like Ford and GE are just entering the fray.

For more, visit [here](#).



## Is the CMO Role Under Threat?

One of the world's most prolific advertisers, Coca-Cola, is **nixing the role of CMO** after current CMO Marcos de Quinto is set to retire. The change comes among a larger shake-up, and seeks to merge "customer and commercial leadership as well as strategy" into a new role: the Chief Growth Officer. Some industry insiders have suggested that the "CGO" will likely be a trend we can expect to see more of in 2017, particularly among **FMCG companies** that have seen business stagnate in recent years. The dramatic changes to the consumer journey coupled with the challenges of digital and the struggle to prove ROI have left some wondering just how much marketing translates into business results.

As such, many have speculated that the rise of the GCO is the death knell for the CMO. While the CMO isn't going to disappear overnight, they will have to become the **champion of digital transformation** or risk losing their place at the C-Suite table.

## Three Agencies Ready for the A.I. Future

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In March of 2016, Google DeepMind's artificial-intelligence program Alpha-Go defeated the world Go champion Lee Sedol, shocking the world with how far computer science has evolved in its ability to out-smart people. In the Artificial Intelligence (A.I.) era, tech giants such as Google, Apple, Intel and Amazon have rushed to acquire and invest in A.I. startups. Research from [CB Insights](#) showed over 40 acquisitions in the A.I. space in 2016 alone, a 470% surge from 2012.




Agency holding companies, on the other hand, have been slower to embrace A.I.. In 2016, R3 M&A league research revealed that none of the agency holding companies made any major investment in A.I. companies. This is due in part to heated competition in A.I. investment and the high valuation of the startups. However, this does not underplay the potential implication A.I. has for marketing. From [Google](#) using Natural Language Processing to improve search results, to [Under Armor](#) developing a new fitness app with IBM Watson, agencies and brands have already started testing the waters.

Below are three up-and-coming A.I. agencies representing different areas in which A.I. is likely to play a critical role in the future of marketing.



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### Adgorithms

-  **Technology** - Albert, the Industry's First Artificial Intelligence-Based Marketing Platform.
-  **Service** - Autonomous Media Buy
-  [albert.ai/](#)

A startup from Israel is reinventing the digital media planning and buying process. By training Albert, the A.I., with multiple algorithms including predictive analytics and natural language processing to machine learning and feedback, Albert carries out almost all the tasks throughout a campaign with no human input.

The most revolutionary change is that contrary to traditional media planning and buying processes, which begins with a media plan based on existing data and is relatively manual to adjust during the campaign, Albert automates the process by taking real-time input to make instant adjustments. It will decide the channel mix, creative elements, keywords and bids to maximize campaign results.

In a recent campaign with Cosabella, the brand saw a 336% increase in ad spend returns, and afterward declared that they are not going back to working with an ad agency. Even if this does not mean the end of media agencies, it serves as a warning for agencies to ask what value they can bring to their clients. Because for all we know, A.I. like Albert will only get smarter with time and training.



## McCann Japan - A.I.-CD β

- Technology** - A.I.-CD β, world's first A.I. Creative Director (hired Mar 2016)
- Service** - Creative development



If you think the creative mind is humanity's last defense against computers, you have already been proven wrong. In March of 2016, McCann Japan officially appointed its first A.I. Creative Director, developed by a team called McCann Millennials. They released an interesting 30-second spot produced by A.I.-CD β for a real brand.




This was not the first creative A.I., and it will not be the last one. Creative A.I. has been developed for [film editing](#), [music composition](#) and other creative tasks outside of advertising. Although the argument can be made that computers are only generating "logic-based creative direction," but not every brand campaign developed by humans turns out to be slam dunk. As a matter of fact, in the first open contest hosted in Japan via a public vote, the A.I. narrowly lost to an experienced McCann Creative Director by just 46% to 54%.

As the need for customized creative content continues to grow, brands will soon look to computers for the heavy lifting. Soon we will get used to exchange ideas not only through a screen, but also with a screen.





## Born (MDC Partners)

-  **Technology** - Creative agency specialized in A.I.
-  **Service** - A.I. agent design
-  [born-ai.com/](https://born-ai.com/)

If any agency is sticking to what they do well while navigating through the A.I. boom, it is Born. Michael Nicholas, co-founder of Born and Partner at KBS Venture, described the agency as a creative shop producing TV commercials, except with A.I. Think of any “smart agent” you have encountered on an e-commerce site, in a mobile game or with an airline, Born could be behind designing everything from the character and the dialog, to the type of supporting technology.

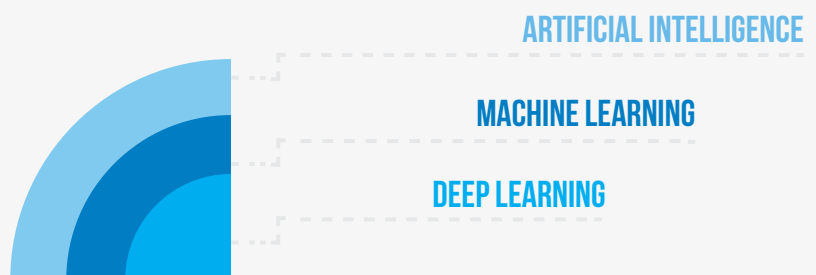
The A.I. war is not only defined by the science, but also how seamlessly it integrates into daily life, and Born is among the first creative A.I. agencies to provide that lifelike experience while capturing invaluable data.



### QUICK FACTS:

Terms such as Machine Learning, Deep Learning and A.I. are often mixed when used to describe the technology.

- **Artificial Intelligence** = the broad term for intelligence exhibited by machines.
- **Machine Learning** = Machine learning is a type of artificial intelligence (A.I.) that provides computers with the ability to learn without being explicitly programmed.
- **Deep Learning** = a subfield of Machine Learning that employs an algorithm called artificial neural networks, which was inspired by the structure and function of the brain.



## 90 days of M&A

In the first quarter of M&A activity, agency holding group, Dentsu, leads the table in terms of total sales value, while WPP comes in second place in value, but with the highest number of deals so far this year. The trend of cloud companies, consulting firms and publishers being active in the marketing M&A space has carried over from last year, with Accenture in the number four spot. Salesforce also makes the list after their \$56 million acquisition of Sequence, and Time Inc. is right behind them with their purchase of the mobile DSP, Adelphic.

TOTAL DEAL VALUE (\$MN)	2,021
TOTAL DEAL NUMBER	94

## 2017 HOLDING COMPANY M&A LEAGUE Global / Q1 2017

RANK THIS MONTH	RANK LAST MONTH	HOLDING GROUP	RECENT ACQUISITIONS	TOTAL SALES VALUE (US\$M)	NUMBER OF DEALS
1	1	Dentsu	Band Interprise, Dwi Sapta Group, blue-infinity, Grant Group	304	4
2	2	WPP	DT, Eightytwo, Pmweb Comunicação, Shanghai Ogilvy & Mather Advertising, MediaCom India	239	12
3	3	Ascential	MediaLink	112	1
4	4	Accenture	SinnerSchrader	106	1
5	-	Econocom	Gigigo Group	84	1
6	5	Hakuhodo	Integrated Communications Group	84	1
7	6	GI Solutions Group	Eclipse Web	76	1
8	7	Interel	AMG	70	1
9	8	NEP Group	Avesco Group	63	1
10	9	Salesforce	Sequence	56	1
11	10	Time Inc	Adelphic	49	1
12	11	LDC	Fishawack Group	47	1
13	12	Omnicom	Lucky Generals	45	1
14	13	DMA Media	TheNewsMarket	43	1
15	-	Entravision Communications	Headway	35	1

# New Business League

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## 2017 CREATIVE AGENCIES NEW BUSINESS LEAGUE Global /Q1 2017

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	McCann WorldGroup	Verizon US, Chevrolet(Social) US, Alzheimer's Society UK, Diageo brands S.Africa	92.5	Cheerios UK (Activation)	82.1	122
2	2	WPP(Team WBA)	Walgreens Boots Alliance US	50.0		50.0	1
3	3	Ogilvy	Boots UK, Bulmers UK, Appletiser Global, Vodafone UK, University of Queensland Australia	51.4	BT UK Direct marketing	43.4	115
4	4	Droga5	Coty CoverGirl N America	25.0	Air Wick, Clearasil Global	20.0	2
5	6	DDB	Coty (Max Factor) Global, Ambev Brazil, Empresas Publicas de Medellin Colombia	33.2	SilkAir Singapore	19.7	42
6	5	Publicis	Winter Olympics 2018 UK&US, FNAC Darty Europe, Suncorp Bank Australia	14.1		14.1	76
7	-	Mullen Lowe	E*Trade US, AkzoNobel dec paints Global, Mini S Africa	18.4	Croma India	13.3	33
8	11	Venables Bell & Partners	Chipotle US, 3M consumer brands US	13.6	Phillips 66 US	13.0	2
9=	16	Isobar	FMCG Client	11.3	Innisfree Malaysia	11.2	54
9=	12	Saatchi & Saatchi	HSBC Global Project UK, Geely China, Jim Beam Australia	13.6	Aosimth China	11.2	29
11	8	BBDO	Hot Wheels, Fisher - Price US, Carphone Warehouse UK, Grupo CMG Mexico	11.7	University of Queensland Australia	11.1	9
12	9	Deutsch	Booking.com US, 7-Eleven US, Tile US, Target Project US	12.0	PWC US Digital Project	11.0	4
13	10	Wunderman	BT(Includes EE) UK Direct marketing	10.5	Electronic Client Singapore	10.3	3
14	14	Joan Creative	Booking.com US	8.0		8.0	1
15	15	FCB	Sun Pharmaceutical's (Odomzo) US, Lastminute.com UK, UNICEF UK Project	8.9	Old Mutual Africa	7.9	17
16	17	Havas Worldwide	Air Wick, Clearasil Global, Carling lager UK	7.0		7.0	2
17=	7	R/GA	Hyundai N series UK Digital, PWC US Digital Project, Guinness UK Digital	12.5	E*Trade US	6.5	4
17=	29	Y&R	Reliant Energy US, Center Parcs UK, SilkAir Singapore	9.7		6.5	35
19	36	J Walter Thompson	Vodafone Australia, XL Axiata Indonesia, Aspoll cider UK	13.9	7-Eleven US	6.4	95
20	33	M&C Saatchi	Dreams UK, D'yana Malaysia, SGMW auto 510 model China	7.1	Etika - Wonda Malaysia Project	5.7	5
						<b>358.4</b>	<b>651</b>



## 2017 MEDIA AGENCIES NEW BUSINESS LEAGUE

### Global / Q1 2017

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	Mediacom	Walgreen Boots Alliance Global, Wholefoods Market US, RWE Germany, Brand USA Global(11 Markets)	75.5	SM Malls Philippines	69.4	96
2	3	Publicis(Connect)	MillerCoors US	20.0		20.0	1
3	2	Starcom	Merck Consumer Healthcare Global, Vileda Germany, Lowe's US Media	25.8	AB Lindex Sweden	19.0	8
4	6	Havas Media	Beats by Dre Europe, Bobs Discount Furniture US, MediaMarkt Spain	17.5	Polski Bank Komorek Poland	16.4	73
5	5	Mediavest Spark	KFC US, Mattel US, Bel Groupe Global, Ten Digital Australia	21.3	Fifth Third Bancorp US	16.1	5
6	4	Carat	Vitaldent Spain, Standard Chartered Bank Asia 8 Markets, Be Med (Planning) Thailand	18.8	Salvat Mexico	15.4	115
7	9	Empower	Fifth Third Bancorp US, Captain D's US, Ashley Furniture US Planning	14.3		14.3	3
8	8	Mindshare	TJX Companies US, PT. Excelcomindo Indonesia, British Council Malaysia	18.0	Mattel US	13.2	49
9	30	MEC	Mercedes Benz China, Amazon China, Vitasoy China TV buying	20.6	KFC US	10.2	34
10	7	PHD	Virgin Holidays UK, HPI Digital UK, HP Global Digital	18.2	Bank of Communications China	6.6	53
11	10=	M/SIX	Sainsbury's UK, Virgin Money UK, Argos UK	5.3		5.3	3
12	10=	Dentsu Aegis	Heineken brands TBC Global	5.0	Rostelecom Russia	4.8	1
13	25	Dentsu Media	FMCG Client Thailand	3.9	UCB, Inc.- Zyrtec Russia	3.5	22
14	12	DigitasLBi	Mattel US	3.0		3.0	1
15	13	The7stars	Ladbrokes Coral UK, FF Group UK,	2.8		2.8	2
16=	15	Assembly	WordPress US, Orbitz US, Belkin US	2.0		2.0	3
16=	14	MediaHub	BET Networks US, Chipotle Mexican Grill US	2.0		2.0	2
18=	16	VCCP	eBay Europe	1.0		1.0	1
18=	-	Allyes	SAIC MOTOR China	1.0		1.0	1
18=	-	Hi-gloss	Grove Bay Hospitality Group US	1.0		1.0	1
						<b>226.8</b>	<b>474</b>

# HOLDING COMPANY NEW BUSINESS LEAGUE

On our Holding Company New Business League Table, we will continue to roll up the wins from all the Holding Company agencies in order to look at overall revenue generated from new business. WPP leads the pack at the close of Q1, with 460 wins and the estimated YTD revenue from those wins at \$190.3 million. Interpublic sits in second place, with Publicis Groupe rounding out the top three. MDC ends Q1 with only 10 wins, while Omnicom got off to a rocky start, with revenue down across both their creative and media wins.

## 2017 NEW BUSINESS LEAGUE HOLDING GROUP RANKING Global / Q1 2017

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 2016 REVENUE	NO. OF WINS
1	-	WPP	105.2	85.1	190.3	1.1%	460
2	-	Interpublic	127.9	-19.7	108.2	1.4%	202
3	-	Publicis Groupe	24.3	58.2	82.5	0.8%	194
4	-	Dentsu	18.1	23.7	41.8	0.6%	263
5	-	Havas	7.0	16.2	23.2	0.9%	76
6	-	MDC	3.9	2.0	5.9	0.4%	10
7	-	Omnicom	-22.3	-15.8	-38.1	-0.2%	196
					414	0.7%	1,401

## CMOs on the Move

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### **BECKY BROCK**

JOHN LEWIS, DIRECTOR OF MARKETING

Becky Brock recently joined John Lewis in the role of Director of Marketing, taking on responsibility for all aspects of the retailer's marketing strategy, as well as leadership of the CRM, brand, digital and category marketing teams. Brock's previous roles include marketing director at Snow + Rock, as well as stints at Homebase, Unilever, and The Erdington Group.



### **RICK GOMEZ**

TARGET, CMO

Target's Rick Gomez has been elevated to the position of CMO, after four years serving as the SVP marketing. Prior to joining the retail giant, Gomez held senior marketing positions at both MillerCoors and PepsiCo. His responsibilities in this new role include brand positioning, integrating Target's marketing programs, media strategy, guest research, loyalty and corporate responsibility.



### **CARLA HASSAN**

TOYS R US, CMO

PepsiCo veteran, Carla Hassan, has been named global CMO for toy retail giant Toys R Us. In her more than 13 years with Pepsi, she held strategic roles across brands like Quaker Oats, Gatorade, Pepsi, Mountain Dew and 7Up. Prior to joining Pepsi, she held several marketing positions at The Kellogg Company. In her new role, she will be responsible for developing a global marketing strategy, as well as vendor relationships and increasing brand relevancy.



### **CHARLOTTE BLECHMAN**

TOM FORD, CMO

Tom Ford has tapped Charlotte Blechman to fill the newly created position of CMO, where she will be responsible for global marketing and communications, public relations, customer relationship management, advertising, visual display, events, as well as digital and social marketing. Blechman's previous roles include senior marketing positions for Barney's NY and Gucci.



### **GREG LYONS**

PEPSICO, CMO, NA BEVERAGES

PepsiCo has named their former SVP of marketing, Greg Lyons, as the new CMO for North American beverages. Lyons began his career with Pepsi nearly 20 years ago working on the Frito Lay brand, and has since held several positions across key brands like Gatorade and Mountain Dew. Lyons replaces Seth Kaufman, who was promoted to the head of the company's North American Nutrition Division.



### MARY BETH WEST

HERSHEY'S, CHIEF GROWTH OFFICER

The Hershey Company recently hired Mary Beth West as their SVP and Chief Growth Officer. She brings nearly 30 years of marketing experience to her new role, most recently holding the position of EVP, Chief Customer & Marketing Officer at JC Penney. Prior to that, she held several positions at Mondelez International (then Kraft Foods). In this role, she will lead the company's growth strategy including Insights and Analytics, R&D, marketing excellence functions, Innovation, M&A, and The Hershey Experience.



### JOCELYN WONG

LOWE'S, CMO

Lowe's has recently elevated their SPV Merchandising, seasonal business to the role of CMO. Prior to joining Lowe's in 2015, Wong was the SPV & CMO of Family Dollar, with previous stints including Safeway and several roles at P&G. In her new role, Wong will lead customer experience design, customer relationship management, content strategy and development, and advertising and media for the U.S. home improvement business.



### WILL A. SMITH

ABERCROMBIE & FITCH, CMO

Abercrombie & Fitch recently announced the hiring of Will. A Smith to the position of CMO. Smith was previously the CMO of Caleres, Inc., formerly known as Brown Shoe Company. Previous roles include marketing stints at Kraft Foods, Atlantic Records and Liz Claiborne. In his new role, Smith will lead all brand, creative and digital marketing across the company. He will report directly to President and Chief Merchandising Officer, Fran Horowitz.



### JONATHAN BOTTOMLEY

RALPH LAUREN, CMO

Ralph Lauren has name Jonathan Bottomley as the fashion giant's first-ever CMO. Bottomley is an agency veteran, most recently holding the position of Chief Strategy Officer at BBH London. He previously held roles at TBWA London, AMW BBDO and Interbrand. The fashion house hopes that the addition of a new CMO will lend more cohesion to their marketing efforts and brand voice.



### SAM AHMED

STANDARD CHARTERED, GLOBAL HEAD RETAIL, DIGITAL MARKETING

Veteran Mastercard marketer, Sam Ahmed, has recently joined Standard Chartered as their Global Head of Retail and Digital Marketing. In his most recent role, he served as Mastercard's SVP Head of Marketing for APAC. Previous positions include senior roles at Starbucks, Kraft Foods, Fonterra and Campbell's. In this new role, he will report directly Emma Sheller, Global Head, Brand and Marketing.

## Agency People Movement

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### **MAGNUS DJABA**

SAATCHI & SAATCHI, GLOBAL PRESIDENT

Magnus Djaba has recently been elevated to the newly-created position of Global President at Saatchi & Saatchi. Djaba's previous role at the company was UK Chief Executive of Saatchi & Saatchi Fallon. His new role will be added to his existing responsibilities, as he has led Saatchi London since 2011 and has overseen 50% growth at the agency.

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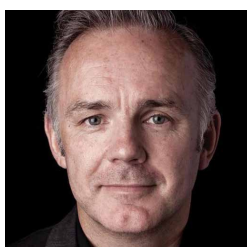


### **MATT JARVIS**

72ANDSUNNY, CEO

For the first time in 13 years, 72andSunny has appointed someone outside of creative as their CEO. Matt Jarvis, Chief Strategy Officer & Partner, will take on the role of CEO to accelerate global growth and focus on talent. Jarvis has been with the shop for nine years, and his prior roles include serving as President of Justice Telecom. In the last year alone, 72andSunny has won new business from General Mills, Comcast and Ciroc Vodka, among others.

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### **NEIL CHRISTIE**

W+K, GLOBAL COO

Wieden+Kennedy recently promoted Neil Christie to the position of Global Chief Operating Officer, making him the first person in the position in over three years. Christie has served as Managing Director for the shop in London since his arrival in 2004. His previous roles include stints at Euro RSCG, BDDH and TBWA. In his new role, Christie will report directly to W+K President, Dave Luhr.

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### **DOMINIQUE DELPORT**

HAVAS, GLOBAL MD, CCO

In early March, Havas made several changes to senior leadership, including the promotion of Havas MD and current Vivendi President, Dominique Delpoit, to the role Global Managing Director and Chief Client Officer for the entire Havas Group. He will be responsible for overseeing "global client relationships, marketing initiatives and new business." The promotion seeks to ensure a client-centric model across both media and creative.

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### **MIKE PROULX**

HILL HOLIDAY, CHIEF DIGITAL OFFICER

Mike Proulx was recently promoted to the role of Chief Digital Officer at Hill Holiday. He joined the firm in 2008 and has since held several senior roles, the most recent being EVP, Director of Innovation and Tech. His previous roles include stints at Keane, Inc. and the Digital Influence Group. While at Hill Holiday, Proulx has worked across a diverse client portfolio, including Sealy, Chili's, Bank of America, Dunkin' Donuts, Planet Fitness, Tempur-Pedic, CVS, Cadillac and MLB.



## ANDREW MCKECHNIE

VERIZON (IN-HOUSE AGENCY), CHIEF CREATIVE OFFICER

Verizon has brought in Andrew McKechnie to lead its newly-created in-house agency as Chief Creative Officer. McKechnie joins the telecom giant from Apple, where he served as the Global Group Creative Director. Previous roles include creative director for Reebok at DDB NY, global creative lead for LG and ECD for Land Rover at Y&R, among others. In this new role, he will report directly to Verizon CMO, Diego Scotti.

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## AMY AVERY

DROGA5, CHIEF INTELLIGENCE OFFICER

Droga5 brought in Amy Avery to fill the newly-formed role of Chief Intelligence Officer. She joins the shop from JWT, where she served as the worldwide Director of Analytics. Before JWT, she held positions at Proximity BBDO and BDDO, and has worked on clients such as HSBC, FedEx, Kimberly Clark and several others over the course of her career. In this role, she will oversee the agency's data strategists while reporting to Global Chief Strategy officer Jonny Bauer.

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## LOU AVERSANO

OGILVY, CEO OGILVY USA

Another agency group that announced a major restructuring this year was Ogilvy & Mather. One of the new positions announced was the elevation of Lou Aversano to CEO of Ogilvy USA. Aversano most recently served as the CEO of Ogilvy New York, and previous roles include Chief Operating Officer and Global Managing Director. In his 20 years at the shop, he has led clients such as IBM, American Express, Tiffany & Co., among many others.

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## ARTHUR SADOUN

PUBLICIS GROUPE, CEO

In early 2017, Publicis Groupe announced that Arthur Sadoun would be taking over for Maurice Levy as Chairman and CEO. Sadoun will oversee the entire board and all the Groupe's umbrella organizations. The group will continue with its "Power of One" strategy, attempting to eliminate silos by drawing people from several different agencies to pitch for or run a single account. Sadoun's role will be effective as of June 1, 2017.

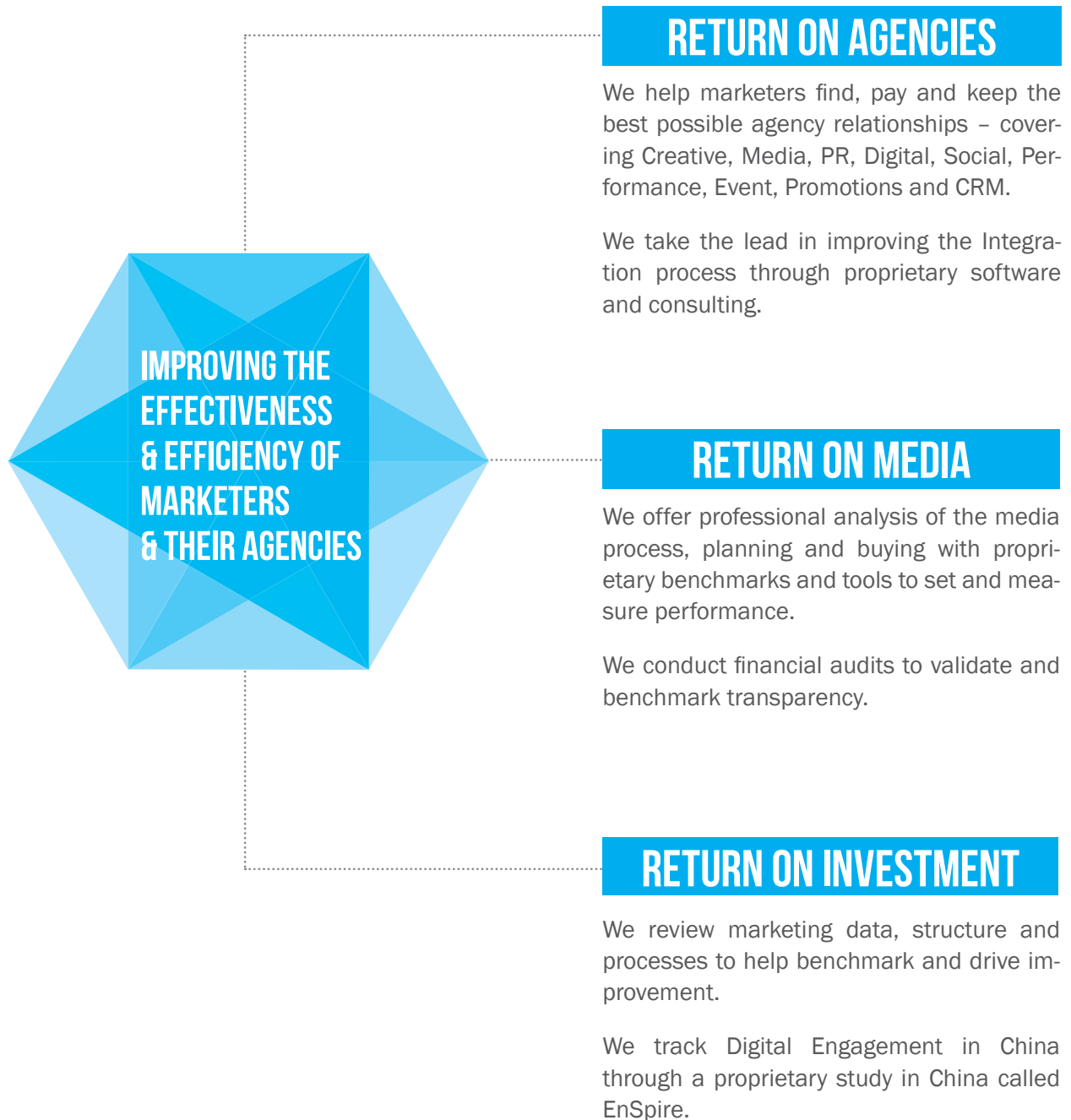
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## ANDREW SWINAND

LEO BURNETT, CEO NA

Leo Burnett recently named Andrew Swinand as their new CEO of North America, while simultaneously acquiring his analytics software maker, Ardent IO and startup incubator The Abundancy. Sixty of the staff from both ventures will be making the move with Swinand, joining Leo Burnett Chicago. Andrew has previous experience on both the brand and agency sides, with roles at Starcom, BBDO and P&G under his belt. He will report to Publicis North America CEO, Andrew Bruce.



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