

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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Q3 2017 R3VIEW

Welcome to the Q3 2017 R3VIEW, our regular quarterly report on the marketing communications industry. In this issue, we look at the biggest stories in the industry, trends in agency model disruption, CMOs and Agency Execs on the move, along with the Q3 M&A and New Business results.

THE BIGGEST STORIES

CONSULTANTS ARE DOMINATING MARKETING M&A

For the first time since R3 began tracking agency wins, the consulting firm Accenture is in the top spot [on the table](#). Their move to the top, a position which they've held since the August report was released, is indicative of the larger trend of consulting firms aggressively moving into the advertising space. "The rise of the consultants" has been a growing concern of agencies for some time now, and Accenture's sustained momentum indicates that they (along with several other consulting firms) are serious about becoming true digital consultants. It's worth noting that it's not only consultants that are making a move into the advertising M&A space. One of the world's largest private equity groups, [Bain Capital](#), recently announced its intention to purchase ADK, Japan's third-largest agency by market share.

For more on this trend, [click here](#).

THE ANA UNEARTHES NON-TRANSPARENT PRODUCTION PRACTICES

Just one year after the bombshell [ANA Media Transparency Report](#) rattled the advertising world by presenting over 100 examples of non-transparent media buying practices, the ANA is at it again. This time it's the [production](#) world that is coming under fire. The report asserted that marketers need to do a far better job of stewardship over the production of their ads. The non-transparent practices identified in the report include bid-rigging – or the practice of agencies getting pricey project estimates from third-party vendors that they know their in-house production team can undercut to win business. Not surprisingly, there are several ways that marketers can combat these practices – the most important of which is regular auditing.

For more on production transparency, click [here](#).

CHALLENGING TIMES FOR AGENCIES IN CHINA

The Holding Companies' Q3 earnings calls reflected a deceleration of growth in China and had many investors asking the same question: "What's happened with the agencies in China?" According to [Pivotal Research Group's](#) Brian Wieser, there are several reasons for this slow down. One significant factor is the rise of Baidu, Alibaba and Tencent (BAT), China's major media & e-commerce platforms. Many marketers are opting to [bypass their agency trading desks](#) to work directly with these platforms, citing greater transparency as a major driver of this trend. Other reasons for the slowdown include a slowdown in overall media spending, fee compression and a shift to localized Chinese providers.

For more on Agency trends in China, click [here](#).

BRAND PURPOSE, AUTHENTICITY & INNOVATION BIG THEMES AT MASTERS OF MARKETING

The ANA [Masters of Marketing](#) conference brings together marketers, agencies, media, consultants and tech firms for four days every year to analyze and discuss what's going on in the advertising and communications world. This year's event covered a wide range of topics, including creative excellence, talent, measurement, data, brand purpose, gender equality, diversity, the digital media supply chain, transparency and the future of marketing, among several other topics. R3's Senior Media Consultant, Lana Tobengauz was onsite to glean the key takeaways from four days jam packed with insights.

TRANSPARENCY STILL A TOP CONCERN

Transparency, which was a major topic at last year's event, is still top of mind for many marketers. P&G's Marc Pritchard doubled-down the need to "strive for a clean and productive digital value chain." Both he and Kristin Lemkau, the CMO of JPMorgan Chase, expressed a heavy amount of skepticism for the ad tech trends sweeping the industry, which can be attributed to both black-box transparency issues and a serious digital knowledge gap.

BRAND VALUES AND PURPOSE RESONATE WITH CONSUMERS

However, even more important than transparency was the recurring theme brand impact and authenticity. The rise of ad blocking among consumers everywhere, coupled with the fact that the average ad view is only two seconds has marketing leaders stressing the importance of finding their voice and aligning their brand purpose with consumer values. Equally important in this equation is meaningful storytelling. Any brand can build a tech stack that can help them reach the right audience, but filling the moments with "cheap, hollow creative" will turn consumers away. A great example of engaging, buzzworthy advertising shared at the conference is P&G's recent "Go Ask Dad," [campaign](#). In a similar vein, the marketers pointed out the need to leverage advertising as a force for good, citing examples like the [#SeeHer](#) initiative and [Walmart's hurricane relief efforts](#).

INNOVATION IS NECESSARY FOR SUCCESS

It's not enough for brands to be true to their core values, they also have to innovate. Especially in this fast-moving digital world, it really is "evolve or perish." This means that marketers can't be afraid to take risks; they have to be prepared for a certain amount of backlash. One example of that being Lane Bryant's "[I'm No Angel](#)," campaign, which sought to champion women and reshape culture. Much like a good brand evolution, the consumer loves a good comeback, and the conference highlighted several of the best ideas to emerge from a crisis. The most memorable being Samsung's resurgence after the Galaxy Note 7 battery fiasco and [KFC's shift](#) from declining sales to reviving an iconic brand.

Perhaps the most important insight to emerge from the four day conference was the importance of balancing short-term sales with long-term brand equity. One of the biggest keys to success is not becoming fixated on short-term results and losing sight of brand metrics.





For more insights into the Masters of Marketing, check out Digiday's round-up [here](#).

TWO PLAYERS DISRUPTING TRADITIONAL AGENCY MODELS

In our Q1 report, we began profiling agencies that are both challenging the industry norms and playing a role in the ever-evolving agency model trends. As brands are constantly looking for the right channels to connect with their target consumer, and then for robust ways to track the success of their efforts, agencies have stepped in to fill these needs. In this edition of the Quarterly R3view, we are profiling two players taking part in the agency model disruption – an analytics firm offering unprecedented ROI measurement and a Chinese agency that acts as a KOL “incubator” to develop new media channels for brands hoping to capitalize on China’s popular social platforms.

ANALYTIC PARTNERS



-  **Offices:** New York, Denver, Charlottesville, Sao Paolo, Dublin, Hamburg, Hong Kong, Singapore, Sydney
-  **President and CEO:** Nancy Smith
-  **Headcount:** 150
-  **Website:** www.analyticpartners.com

One of the biggest challenges for today’s CMOs is proving the ROI of marketing. In order to get a more prominent seat at the C-Suite table, the Chief Marketing Officer needs to be able to prove how his or her function is working, and more importantly, how it’s moving the business needle. In order to build marketing that actually works, the team first has to understand their own business. That is where an analytics firm like Analytic Partners comes in – helping marketers measure everything from customer segmentation to predictive modeling and optimization analysis.

THE ROI GENOME – REDEFINING MEASUREMENT

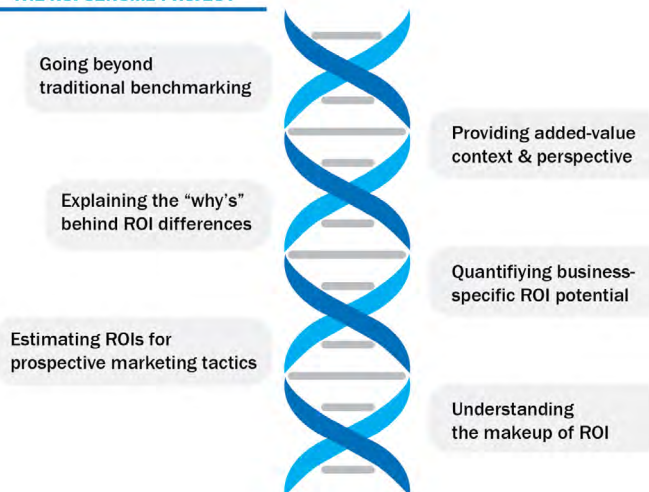
Analytic Partners is not only looking to benchmark key KPIs across several different verticals, but they are also looking to change the way benchmarking is approached with their ROI Genome. The Genome aims to provide insights that go beyond traditional “you are here” benchmarking to quantify the drivers of ROI at a fundamental level. The Genome team has used internal insights to develop a comprehensive understanding of marketing performance drivers across countries, industries and marketing activities. These specific attributes – or “genes” – have been studied to determine how they impact marketing performance.

THE ROI GENOME – REDEFINING MEASUREMENT

The ROI Genome can also play a significant role in forecasting, helping companies predict how activities they have never leveraged before might perform, given the industry, country and brand profile. Analytic Partners is able to take the data from the ROI Genome and develop some interesting insights into ROI trends. In their latest report, the 2017 Marketing Intelligence Report, they use the data to demonstrate the difference in ROI drivers for video vs. display ads. For video ads, the copy quality or creative elements are 62% more likely to drive ROI, while with display, it's the executional elements that are more likely to drive success.

It is with insights like these that Analytic Partners help marketers strategize on both their creative and media mix, drive growth and ultimately become closer to their target consumers.

THE ROI GENOME PROJECT



EJAM



Offices: Beijing, Shanghai, Guangzhou

President and CEO: James Hu

Headcount: 300

Website: www.ejamad.com

The rise of influencer marketing in the past several years has made the term KOL – or Key Opinion Leader – pretty ubiquitous in the advertising universe. This trend of leveraging celebrities or other key internet personalities to drive traffic and sales is particularly popular among Chinese marketers. There are several types of KOL agencies that have arisen in China to meet this demand. There are KOL search platforms that help brands identify the right influencers and the right platforms, there are typical social media agencies that developed relationships with KOLs, and then there's a third kind – the KOL incubator – or an agency that invests in and promotes KOLs.

LEVERAGING WECHAT OFFICIAL ACCOUNTS FOR SUCCESS

China-based agency EJAM falls into this last category of agency. They are an agency truly focused on social, with a four-pronged approach to the platform: Social Marketing Integration, Media Placement Strategy, Social Media Operation and Performance-Based Advertising. A major component of EJAM's KOL strategy is what they refer to as "content incubation." The agency invests in the development of WeChat Official Accounts, as distributing brand content on these channels have a far greater reach than simply posting on a brand channel. This differs from the traditional definition of KOL in the sense that usually, a KOL is a celebrity or an individual person. In EJAM's case, the focus is put heavily on the development popular WeChat channels.

EJAMs library of official accounts numbers more than 10,000, covering over 190 million WeChat users. Focusing on creating a new media business platform based on these WeChat Official Accounts, EJAM aims to provide a one-stop shop that covers everything from gathering new media information, resource matching and creative advertising, to marketing execution and performance tracking with data analysis.

EJAM has worked on several major brands in China, including Wrigley, Kohler and Nissan.

90 DAYS OF M&A

In Q3, the Consultants made aggressive moves in the advertising M&A space. Accenture moved into first place on the table, overtaking both WPP and Dentsu with several acquisitions, including Wire Stone, The Monkeys, Kunstmaan, Karmarama, SinnerSchrader, IMJ and most recently, product design firm Matter. Dentsu slipped from first place at the end of Q2 down to third place, with September marking the first month of 2017 that they made no acquisitions. Several new players made their first appearances on the table this quarter, including RhythmOne, BlueFocus and Havas Group.

TOTAL DEAL VALUE (\$MN)	7,874
TOTAL DEAL NUMBER	291

2017 HOLDING COMPANY M&A LEAGUE

Global / Q3 2017

RANK THIS MONTH	RANK LAST MONTH	HOLDING GROUP	RECENT ACQUISITIONS	TOTAL SALES VALUE (US\$M)	NUMBER OF DEALS
1	1	Accenture	SinnerSchrader, Kunstmaan, The Monkeys + MAUD, Media Hive, Intrepid, Clearhead, Brand Learning, Wire Stone, Matter	690	9
2	3	WPP	Deeplocal, Marketplace Ignition, 88rising, Catbird Seat, The Cocktail, Celtra, Mic Network, thjnk AG, Sensio, Within Unlimited, LOOM Media, hug digital, Design Bridge, DIS/PLAY, Gimlet Media, Pierry	622	28
3	2	Dentsu	media.at, SesliHarfler, Accordant, Outfox Intelligence AB, Novus Asia, Grail, The Customer Framework, Gleam Futures, Aquila Insight, Sokrati Technologies, Little Giant Design Limited	543	18
4	4	Advent International	Williams Lea Tag, LocalBizNow (LBN)	507	2
5	5	MCH Group	MC2 ("MC-squared")	219	1
6	-	RhythmOne	RadiumOne, YuMe	213	2
7	6	Providence Equity Partners LLC	DoubleVerify	200	1
8	7	Vector Capital	Rocket Fuel	145	1
9	8	RTL Group	SpotX	145	1
10	9	Deloitte	Red Planet, Web Decisions LLC, Market Gravity, Acne	144	4
11	-	BlueFocus	Fuse Project, We Are Social, Fluent	126	3
12	10	Snap	Placed	125	1
13	11	Acosta	Summit Marketing Canada, ActionLink	122	2
14	-	Havas Group	Mr Smith, BD Australia, Sorento, Agence79, SO What Global, Blink, The 88	119	7
15	12	Ascential	MediaLink	112	1

NEW BUSINESS LEAGUE

At the end of Q3, McCann WorldGroup, Ogilvy and J Walter Thompson have remained relatively strong as the top three agencies on the creative table. In our most recent round of tracking, we saw big moves for both Mullen Lowe with their win of the Whole Foods US business, and Saatchi & Saatchi with the Asics Global win. Over on the media table, Vizeum jumped up from no. 11 to second place after big wins in the Ab InBev global pitch. KWG made their first appearance of 2017 off the back of their Sanofi (buying) win.

2017 CREATIVE AGENCIES NEW BUSINESS LEAGUE

Global /Q3 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	The US Army US, TJX's HomeGoods US, Bombardier Canada, Vauxhall Motors(CRM) US	173.3	Office Depot US	162.3	340
2	2	Ogilvy	British Airways(Loyalty) US, Mondelez Cadbury UK & Australia, Fanta Asean Project	121.3	American Express US	96.0	307
3	3	J Walter Thompson	Le Monde France, Church's Chicken US, Qatar Financial Centre Global, Tunisie Telecom Europe	107.1	First Direct UK	91.3	453
4	4	BBDO	Macy's US, Alpura Mexico, ZTE US, Frito-Lay(Lay's) US	93.3	Belvedere vodka US	82.5	18
5	5	Isobar	Lafayette 148 US (Digital), Titan Company (Digital) Global, Canon Thailand	75.9	Innisfree Malaysia	75.8	285
6	6	DDB	Sol Beer US, ConAgra US, Miller Lite US, Center Parcs Europe, Energy California US	85.0	Electrolux Global	63.0	233
7	7	Anomaly	The Hershey Company US, Carnival Cruises US, Electrolux Global, Coca-Cola Minute Maid US	57.0	Diesel Global	53.5	11
8	8	WPP(Team WBA)	Walgreens Boots Alliance US	50.0		50.0	1
9=	10	GS&P	PepsiCo US, NFL Network US Project, Gradifi US Project	54.0	Cisco US	41.1	3
9=	9	Droga5	Peroni Nastro Azzurro UK, Mattress Firm US, Tencent Gaming US	46.0	Air Wick, Clearasil Global	41.0	12
11	12	Leo Burnett	McDelivery Global, McDonald's UK, BMW Singapore, Serta Mattresses US	54.2	Coty (Max Factor) Global	40.5	179
12	15	MullenLowe Group	Whole Foods Market US, Nuveen US, Eurosport Europe, E*Trade US	42.9	Cash Converters Australia	36.6	65
13	11	Grey Group	Revlon US, Tuborg Beer Global	63.6	3M Consumer Brands US	35.5	9
14	13	CP+B	The Hershey Company US, Domino's US,	33.5	Infiniti Global	30.5	4
15	14	Publicis	Diesel Global, Winter Olympics 2018 UK&US, FNAC Darty Europe	31.4	MT Educare India	29.4	154
16	17	Dentsu	Abbott Malaysia, Panasonic India Project, Vieda India	25.6		25.6	160
17=	16	R/GA	Samsung US Social Media, Coty(Clairol and Wella) US, Johnnie Walker Global	30.5	E*Trade US	23.5	10
17=	18	FCB	Shionogi US, Holland & Barrett UK, Aclaris US, Nestlé Grego Germany, Huawei UK Project	26.8	Lime-a-Rita US	20.5	50
19	22	Saatchi & Saatchi	Asics Global, Nestle ProPlan Australia Project, Border Security Australia Project	25.2	Aosimth China	18.3	65
20	19	Wunderman	BT UK (Digital), Telkom South Africa, Samsung CRM Europe	16.5	Electronic Client Singapore	16.3	6
						1,309.8	3,288

2017 MEDIA AGENCIES NEW BUSINESS LEAGUE

Global / Q3 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	AB InBev LatAm(6+ Markets), Sunny D US, MetLife US, Govt of Victoria Australia	239.2	AB InBev US	175.0	202
2	11	Vizeum	AB InBev NA,Europe,Africa, Bunnpris Norway, Open Text Canada	86.9	Pernod Ricard Australia	81.2	144
3	2	Mindshare	IBM US&APAC, Greenpeace Germany, Treasury Wine Estates Australia	120.2	Ubisoft US	75.4	168
4	6	Starcom	Lionsgate US, AB InBev CN,KR,JP, AB InBev Colombia, Peru and Ecuador	96.8	Coca-Cola France	74.1	39
5	3	Havas Media	Sanofi US, Bristol-Myers Squibb Global, National Football League US	75.6	Polski Bank Komorek Poland	70.1	154
6	8	Carat	Coca-Cola France, Danske Bank Nordics, CNAMTS France	74.0	Staples US	45.0	242
7=	5	MullenLowe MediaHub	Staples US, Nuveen US, Eurosport Europe	30.6	MOO US	30.3	8
7=	4	Horizon Media	Sprint US	35.0	Jack in the Box US	30.3	1
9	7	dentsu X	Progress Russia, Booking.com Singapore, Honda Motorcycle Thailand	34.4	UCB, Inc.- Zyrtec Russia	29.0	148
10	9	PHD	AB InBev AU, VN,IN, Rabobank Germany, Blingnie Gorki Russia	38.6	Elizabeth Arden US	21.4	161
11=	10	Publicis(Connect)	MillerCoors US	20.0		20.0	1
11=	13	Universal McCann	iZettle US, Accenture Global, Coach Global, Ubisoft US, Spotify US	27.2	Office Depot US	20.0	78
13	12	Empower	Fifth Third Bancorp US, Captain D's US, Ashley Furniture US Planning	14.3		14.3	3
14	14	GroupM	British Airways Global, LVMH APAC	13.0	L'Oreal Vietnam Digital and Search	11.7	2
15	15	Blue 449	Royal Caribbean Cruises Australia, Reliant Energy (NRG) US, Tempur Sealy US	13.2	Ladbrokes Coral UK	10.7	21
16	-	KWG	Sanofi(Buying)	7.5		7.5	1
17	35	Hearts & Science	Intuit US, Barclays US	6.4		6.4	4
18	16	M/SIX	John Hancock US, Virgin Money UK, Argos UK	10.3	Sainsbury's	6.3	4
19	17	GIMC	FAW Group China	5.0		5.0	1
20	18	Dentsu Aegis	Heineken brands TBC Global	5.0	Rostelecom Russia	4.5	1
						665.7	1,956

HOLDING COMPANY NEW BUSINESS LEAGUE

This quarter on our Holding Company New Business League roundup, WPP remained in first place with over 1,300 wins to date this year. Interpublic and Dentsu managed to hold onto the second and third place spots, respectively. The big mover this quarter was Omnicom, who moved up from sixth place to fourth off the back of strong performances from DDB, BBDO, GS&P, PHD and Hearts & Science – who jumped up from no. 35 to 17 in our latest round of tracking after winning both the Intuit and Barclays US accounts.

2017 NEW BUSINESS LEAGUE HOLDING GROUP RANKING

Global / Q3 2017

RANK THIS QUARTER	RANK LAST QUARTER	HOLDING GROUP	ESTIMATED CREATIVE YTD REVENUE	ESTIMATED MEDIA YTD REVENUE (USD \$M)	ESTIMATED OVERALL YTD REVENUE (USD \$M)	AS % OF 2016 REVENUE	NUMBER OF WINS
1	1	WPP	331.1	248.6	579.7	3.4%	1,362
2	2	Interpublic	261.7	40.8	302.5	3.9%	634
3	3	Dentsu	117.3	161.6	279.0	3.9%	1,000
4	6	Omnicom	106.9	32.8	139.8	0.9%	691
5	4	Publicis Groupe	95.9	30.9	126.8	1.2%	523
6	7	MDC	78.2	2.6	80.8	5.9%	30
7	5	Havas	-55.5	67.9	12.4	0.5%	168
					1,521	2.5%	4,408

CMOS ON THE MOVE



NICK ROBINSON - CMO, KERRY FOODS

Former AB InBev Marketing Director Nick Robinson has been tapped by Kerry Foods to be the new Chief Marketing Officer. Robinson has been with the beer giant since 2014, and prior stints include several roles at Coca-Cola. He takes over the position from April Adams-Richard, who left in December of 2016 to join Unilever as a global brand Vice President.



DAVID LAWENDA - EVP DIGITAL SALES AND STRATEGY, CBS

CBS Corp. has brought on David Lawenda as their EVP of digital sales and sales strategy as a part of the restructuring of their advertising and sales unit. Prior to this new role, Lawenda was the head of US global marketing solutions at Facebook, and previous roles include President of advertising sales and marketing at Univision, as well as several different sales positions at Viacom Inc. In this new position, he will be called on to “accelerate CBS’s multi-platform sales effort,” as the company aims to get more revenue from digital platforms.



SCOTT HUDLER - CMO, DICK’S SPORTING GOODS

Dick’s Sporting Goods recently named Scott Hudler as their new CMO, just two months after the former CMO, Lauren Hobart, became the company’s President. Hudler joins the retail giant from more than a decade in marketing at Dunkin’ Brands, with previous positions including several roles at Mars. Hudler’s digital experience at Dunkin’ played a significant role in his hiring as Dick’s works towards adjusting to the reality of e-commerce.



TONY WEISMAN - CMO US, DUNKIN’ DONUTS

Dunkin’ Donuts tapped the North American CEO of DigitasLBI as their US CMO, reporting to the US President, David Hoffman. Prior to Digitas, Weisman was CMO of Draft Worldwide and also held several positions at Leo Burnett over the course of 19 years. DigitasLBI has worked with Dunkin’ Donuts for more than six years, and the agency is currently in the process of finding Weisman’s successor.



MICHAEL MENDENHALL - CMO, IBM WATSON

IBM recently named Michael Mendenhall as the CMO of their Watson division, where he will be in charge of marketing and communications for both the AI brand and the cloud computing platform. Prior to joining IBM, Mendenhall was the CMO of Flex, and previous roles include SanDisk, HP and Disney. The move comes in the wake of IBM’s rapid expansion of the Watson business to help clients benefit from the emergence of AI.



KELLY CAMPBELL - CMO, HULU

Hulu recently announced the appointment of head of Global Growth Marketing for Google Cloud, Kelly Campbell, as their new CMO. In her new role, Campbell will be responsible for driving Hulu’s overall marketing strategy across both its subscription and live TV services. She joins Hulu from over 12 years at Google, and previous roles include investment banking for JPMorgan Chase and FleetBoston Financial. Campbell replaces Jenny Wall, Hulu’s former SPV of Marketing, who announced her departure early this year.



JODI ALLEN - EVP & CMO, HERTZ

Hertz recently accounted that 30-year Procter & Gamble veteran, Jodi Allen, would be joining the car rental giant as their new EVP and CMO. She is tasked with re-energizing the Hertz, Dollar, Thrifty and Firefly brands. In her long career at P&G, Allen held several leadership roles across hair care, babe care and general management, where she managed cross-functional teams and developed portfolio strategies.



ABBY KLANECKY - GLOBAL CMO, A.T. KEARNEY

Management firm A.T. Kearney recently promoted their VP, Americas Marketing and Global Communications, Abby Klanecky, to the role of global CMO. Klanecky joined the firm from Dow Chemicals in 2013, where she worked for thirteen years leading their digital social media programming. In her new role, she will be responsible for the global marketing, as well as developing the A.T. Kearney brand across all channels.



JERRI DEVARD - EVP & CMO, OFFICE DEPOT

Office supply giant, Office Depot, recently tapped Jerri DeVard as their new EVP and CMO. DeVard brings more than 30 years of marketing experience to the role, and has held various leadership positions at companies including ADT, Nokia, Verizon and Citigroup. In her new role, she will lead the integration of marketing and communications initiatives, as well as brand strategy. DeVard will report directly to Office Depot's CEO, Gerry Smith.



WES LAIRD - CMO, USAA

The USAA recently announced the promotion of their SVP of Marketing, Wes Laird, to the role of CMO, following the departure of Roger Adams. Laird has been with the bank since 2010 and has held several leadership roles in marketing. While he doesn't expect and "hard directional changes" for the bank during his tenure, Laird intends to shift the company's focus to data and analytics.

AGENCY PEOPLE MOVEMENT



ICARIO DORIA - US CHIEF CREATIVE OFFICER, ARNOLD

Arnold Worldwide has named Icario Doria as their US Chief Creative Officer. Doria's career began in Brazil, and he moved to the US in 2005 as a creative director for Saatchi & Saatchi. He held positions at Y&R, GS&P and Wieden & Kennedy before returning to NY to work for DDB. In his new role at Arnold, Doria will work across brands including Progressive, Hershey's, Jack Daniels and CenturyLink.



MICHAEL HOUSTON - GLOBAL CEO, GREY

WPP's Grey Group recently promoted Michael Houston to global CEO, where he will replace Jim Heekin who goes on to an executive chairman role. Houston joined the shop 10 years ago as the global CMO, and became managing director of Grey NY in 2011. He was promoted to CEO of Grey North America in 2013, and has served as global president since February of last year. In his new role Houston will be tasked with leading "Grey's future growth and competitiveness across the world."



TOBY CODRINGTON - CEO APAC & CMO, WILLIAMS LEA TAG

Williams Lea Tag has named Toby Codrington as their CEO APAC and CMO. Codrington has spent more than a decade growing new business for the shop, and before joining in 2006 he worked in sports marketing at Saracens Football Club and the Oval. In this new role, he will oversee and manage the entire client portfolio across Asia, and across several sectors, including retail, finance, consumer and energy.



CHARLES TREVAIL - GLOBAL CEO, INTERBRAND

Interbrand, the Omnicom-owned consultancy, announced that Charles Trevail will become their new global CEO, effective January 2018. The currently CEO, Jez Frampton, will be retiring after 12 years in the role. Trevail comes to the position from a background in consulting. He founded the Promise Corporation, which was acquired by Omnicom in 2012, and Trevail has served as the CEO of the organization since 2014. Frampton called Trevail "the perfect person to take Interbrand to the next level."



EMMANUEL ANDRÉ - CHIEF TALENT OFFICER, PUBLICIS

Publicis has announced the creation of a new role, Chief Talent Officer, to be filled by Emmanuel Andre. In this new role, Andre will be responsible for talent management and recruitment, reporting directly to Publicis Chairman and CEO, Arthur Sadoun. He joins the firm from TBWA, where he has served as global president for over two years. He has been with the shop since it absorbed the French marketing network GGT BDDP in 1998. In a recent statement, Sadoun remarked that "talent is the Group's top priority and biggest asset."



JENNY AWASANO - SVP & GROUP CREATIVE DIRECTOR, DIGITASLBI

DigitasLBI promoted Jenny Awasano to the role of SVP, Group Creative Director, where she will be tasked with leading the American Express Consumer account and work on new business. Awasano has been with the shop for ten years, contributing heavily to the success of the American Express business, winning several Lions, Effies and Web-bys over the years. In this new role, she will continue to report to Atit Shah, the EVP and head of new brand experiences for North America.



JENNIFER RANDOLPH - SVP TALENT, ZENITH US AND MOXIE

Zenith US and Moxie recently hired Jennifer Randolph as the SVP of Talent, after six years as a private consultant on diversity and inclusion. Her previous roles include SVP, Organization Development and Director of Diversity for Saatchi & Saatchi. In this new role, she will report jointly to both Zenith US and Moxie CEO Sean Reardon, and Publicis Media Americas Chief Talent Officer Barb Jobs.



JANE GERAGHTY - CEO, LANDOR

WPP's strategic consulting and design firm, Landor, has named Jane Geraghty as their new CEO, effective January 2018. She joined the firm in 2011 as a managing director and was named president of their EMEA business just two years later. Before Landor, Geraghty held positions at Naked Communications, ITV and Kirshenbaum Bond and Partners. She is succeeding Lois Jacobs, who has served as Landor's CEO since November of 2013.



JASON SEVERS - CHIEF DESIGN OFFICER, DROGA5

Droga5 has turned to the client side to fill its newly-created Chief Design Officer position, bringing in Jason Severs in from Verizon. Before joining the telecom giant in 2016, Severs spent more than ten years with the design studio, frog. In his new role, he will look to expand Droga5's creative technology, experience and brand design teams from their New York headquarters.



ERICA HERMAN - GLOBAL STRATEGY DIRECTOR, MCCANN XCB

McCann Worldgroup's dedicated Mastercard group, McCann XBC, recently named Erica Herman as their new EVP, Global Strategy Director. She joins from Publicis New York, where she has spent over seven years as the SVP, group planning director for several P&G brands. Before joining Publicis, she spent over nine years with Lowe & Partners Worldwide. McCann XBC's President asserted that "Erica's expertise and leadership across a wide range of brands will make a notable addition to our global team."

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