

Q3/2016 **R3**View



Welcome to the Q3 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

P&G Change their Approach to Agencies

In a wide-ranging speech at the ANA's annual Masters of Marketing, P&G's CMO Mark Pritchard urged marketers to "cut the crap" of bad content, and also migrate from treating agencies as adversaries to treating agencies as creative partners.

Doing good creative work also requires time, he said. "And we have a problem, because we're spending too much of our time on measurement of advertising vs. the quality. We're fiddling with measurement debates while consumers are blocking our ads. Measurement is not going to make crappy advertising better." Of course, this comes one year after his CFO announced a \$500m cut in P&G agency fees.

The US Market is Growing at Record Levels

In this quarter, Interpublic's Magna Global reported their forecasts for 2016 at 6.3%, the largest growth for six years. This was due to a combination of the Olympics, the US Election and more activity in digital.

R3 launched Global 40

From Brangelina to the recent ANA Transparency report, maintaining any sort of marriage has never been tougher. Within the marketing sector, companies are taking core activities in-house, top talent is deserting

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

Yue Tang - Consultant
yue@rthree.com

Kayleigh Ma - Consultant
kayleigh@rthree.com

SHANGHAI

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

Greg Paull - Principal
greg@rthree.com

Erin Singleton - Marketing Manager
erin@rthree.com

Trace Qu - Marketing Executive
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

Maria Gong - Senior Researcher
mariagong@rthree.com

SINGAPORE

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

ShuFen Goh - Principal
shufen@rthree.com

Seema Punwani - Principal Consultant
seema@rthree.com

LONDON

77 Beak Street London, W1F9DB
T +44 20 7993 6009

Nick Elliott - Managing Director
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

linkedin.com/company/r3

twitter.com/R3WW

weibo.com/r3china

www.rthree.com

www.r3integration40.com

www.r3social40.com

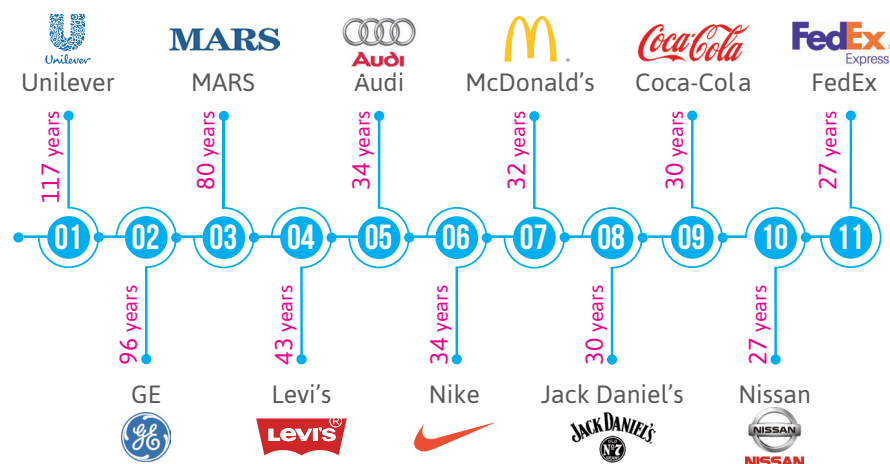
www.r3adtech40.com

www.r3global40.com

agencies for the digital havens of Google, Facebook and Apple, and private investigators have been hired to interrogate agencies on potential rebates.

With this backdrop, we commissioned a study to look at the global client – agency relationship and identify the secrets to the best partnerships. The study invested time over the last three months, collecting over 100 submissions from leading global marketers and their agencies, before a final report – Global 40 – was released this quarter. To see more click [here](#). To get a hard copy, write to erin@rthree.com.

Oldest Relationships



Largest Relationships by Number of Markets



R3 and Bomoda Benchmarked Luxury KOL's in China - In a landmark study this quarter, we helped support our strategic partners at Bomoda on a study of 400 Key Opinion Leaders (KOLs) and the luxury brands they are supporting. To complete this work, we scoured Weibo and WeChat for more than 100,000 data points and information, to identify players such as Dior, Gucci and Chanel leading the way. For more information, write to Sabrina Lee (sabrina@rthree.com) or click [here](#) to see the report.

Brands Ranked by Overall Performance and Association With:

RANK	WECHAT BLOGGERS	WECHAT CELEBRITIES	WEIBO BLOGGERS	WEIBO CELEBRITIES	OVERALL
1.	Gucci	Gucci	Chanel	Dior	Dior
2.	Dior	Bvlgari	Dior	Cartier	Gucci
3.	Louis Vuitton	Dior	Gucci	Bvlgari	Chanel
4.	Givenchy	Louis Vuitton	Givenchy	Gucci	Louis Vuitton
5.	Chanel	Chanel	Zara	Estée Lauder	Givenchy
6.	Burberry	Givenchy	Estée Lauder	Chanel	Estée Lauder
7.	Zara	Estée Lauder	Burberry	Lancôme	Lancôme
8.	Lancôme	Lancôme	Louis Vuitton	Louis Vuitton	Bvlgari
9.	H&M	Cartier	Lancôme	Givenchy	Burberry
10.	Marc Jacobs	Burberry	Olay	Burberry	Zara
11.	Stella McCartney	Marc Jacobs	Stella McCartney	Loewe	H&M
12.	Bvlgari	Zara	H&M	Olay	Marc Jacobs
13.	Estée Lauder	Stella McCartney	Kenzo	Coach	Cartier
14.	Loewe	Tiffany & Co.	Marc Jacobs	H&M	Stella McCartney
15.	Salvatore Ferragamo	H&M	Michael Kors	Michael Kors	Loewe
16.	Kenzo	Coach	Bvlgari	Marc Jacobs	Coach
17.	Tiffany & Co.	Salvatore Ferragamo	Loewe	Kenzo	Kenzo
18.	Coach	Tory Burch	Salvatore Ferragamo	Tiffany & Co.	Olay
19.	Cartier	Michael Kors	Coach	Stella McCartney	Michael Kors
20.	Michael Kors	Kenzo	Kate Spade	Zara	Tiffany & Co.
21.	Tory Burch	Olay	Cartier	Salvatore Ferragamo	Salvatore Ferragamo
22.	Kate Spade	Loewe	Tiffany & Co.	Omega	Tory Burch
23.	Olay	Omega	Tory Burch	Kate Spade	Kate Spade
24.	Omega	Hollister	Hollister	Tory Burch	Omega
25.	Hollister	Kate Spade	Omega	Hollister	Hollister

Holding Company Earnings



Publicis Groupe (PA:PUB) - Publicis Groupe management expressed that their Q3 figures were affected by both “Mediapalooza” and the account losses of last year, and therefore they have a headwind of 300 basis points. The overall organic growth is 0.2%, but the US saw a loss of -4% while in Europe there was very strong growth at 7.6%.

Among the subsidiaries, Sapient had very strong growth for the nine first months of 2016 in the high single digits, while Razorfish continues to struggle.

The management expects to have a tail of the headwind in Q4, about 250 basis points.

Publicis Groupe Financial Statement (€m)

	2016 Q3	2015 Q3	REVENUE CHANGE %	ORGANIC GROWTH
Revenue	2,315	2,325	-0.4%	0.2%

Publicis Groupe Revenue by Region (€m)

	2016 Q3	2015 Q3	REPORTED GROWTH	ORGANIC GROWTH
Europe	643	625	2.9%	7.6%
North America	1,254	1,292	-2.9%	-4.0%
Asia Pacific	261	260	0.4%	-0.4%
Latin America	89	87	2.3%	13.1%
Middle East Africa	68	61	11.5%	4.1%
Total	2,315	2,325	-0.4%	0.2%

Publicis Groupe Stock Price

	30-SEP-16	30-SEP-15
Adjusted Close Price	€ 67.32	€ 60.98



Interpublic (NYSE:IPG) - IPG reported solid top-line growth in Q3 2016, with organic growth at +4.3% and a revenue increase of 3.0%. There was an organic revenue increase of 1.8% in the U.S. and 8.1% internationally.

The group reported a third quarter operating margin of 10.8%, compared to 10.3% in the same period last year, and operating income growth of 8.0%, to \$207.2 million.

IPG upgraded their full-year organic revenue growth target range to 4%-5% and affirms it is on track to deliver an operating margin increase of 50 basis points or more for the full-year.

Interpublic Financial Statement (\$m)

	2016 Q3	2015 Q3	CHANGE %
Revenue	1,922.2	1,865.5	3.0%
Operating Expenses	1,715.0	1,673.6	2.5%
Operating Income	207.2	191.9	7.9%
Operating Margin	10.8%	10.3%	
Net Income	132.6	130.9	1.2%

Interpublic Revenue by Region (\$m)

	2016 Q3	2015 Q3	CHANGE %
United States	1,169.50	1,138.50	2.4%
International	756.30	727.00	4.0%

Interpublic Stock Price

	30-SEP-16	30-SEP-15
Adjusted Close Price	\$22.35	\$19.13

OmnicomGroup

Omnicom (NYSE:OMC) - Omnicom's worldwide revenue in the third quarter of 2016 increased 2.3% to \$3,791.1 million, up from \$3,706.6 million in the third quarter of 2015. The components of the change in revenue included an increase in revenue from organic growth of 3.2%, an increase in revenue from acquisitions, net of dispositions of 0.4% and a decrease in revenue from the negative impact of foreign exchange rates of 1.3%, when compared to Q3 of 2015.

Across the regional markets, organic revenue growth in the third quarter of 2016 was 1.7% in North America, 5.2% in the United Kingdom, 2.0% in the Euro Markets and Other Europe, 8.0% in Asia Pacific, 11.9% in Latin America and 15.6% in the Middle East and Africa when compared to the same quarter of 2015.

The change in organic revenue in the third quarter of 2016 in four fundamental disciplines was as follows: advertising increased 3.6%, CRM increased 1.6%, public relations increased 4.4% and specialty communications increased 6.2%.

Omnicom Financial Statement (\$m)

	2016 Q3	2015 Q3	CHANGE %
Revenue	3,791.1	3,706.6	2.3%
Operating Expenses	3,367.0	3,304.7	1.9%
Operating Income	453.1	401.9	12.7%
Operating Margin	12.0%	10.8%	
Net Income	278.2	240.3	15.8%

Omnicom Revenue by Region (\$m)

	2016 Q3	2015 Q3	CHANGE %
AMERICAS			
North America	2,253.9	2,221.7	2.3%
Latin America	112.5	70.3	37.3%
EMEA			
Europe	938.6	967.4	0.2%
Africa and Mid East	67.2	60.4	0.7%
ASIA PACIFIC	418.9	386.8	1.0%

Omnicom Stock Price

	30-SEP-16	30-SEP-15
Adjusted Close Price	\$85.00	\$65.90

WPP

WPP (LSE:WPP, NASDAQ:WPPGY) - On Oct 21 2016, WPP announced that they have invested in ScrollMotion, Inc., a software company that has developed a platform for building interactive mobile content without the need for developers.

ScrollMotion has worked with multiple clients and agencies, including Apple, Genentech, JPMorgan Chase & Co., Verizon and ghg/greyhealthgroup, WPP's wholly-owned healthcare communications specialist. ScrollMotion employs approximately 80 people and is based in New York with an office in San Diego. It was founded in 2008.

On Oct 24 2016, WPP announces that its wholly-owned operating company FITCH, the leading global retail and brand consultancy, has taken a majority stake in StartJG Hong Kong, a brand and customer experience design consultancy. Formerly part of the Start Group, an independent network, StartJG Hong Kong will be changing its name to FITCH Design Ltd.

WPP Financial Results – Interim 2016 (£m)

	HALF YEAR TO 30 JUN 2016	HALF YEAR TO 30 JUN 2015	CHANGE%
Revenue	6,536	5,839	11.9%
Net Sales	5,594	5,041	11.0%

WPP Net Sales by Region - Q3 2016 (£m)

	HALF YEAR TO 30 JUN 2016	HALF YEAR TO 30 JUN 2015	CHANGE %
North America	2,103	1,877	12.0%
United Kingdom	775	723	7.2%
W Cont. Europe	1,112	965	15.2%
AP, LA, AME, CEE	1,604	1,476	8.7%
Total Group	5,594	5,041	11.0%

WPP Stock Price

ADJUSTED CLOSE PRICE	30-SEP-16	30-SEP-15
LSE	£1,814.00	£1,373.00
Nasdaq	\$117.72	\$104.03



HAVAS (PA:HAV) - HAVAS' Q3 headline revenue was reported at €537 million, with a 3.8% unadjusted growth and 2.0% organic growth. The management said group revenue for the first nine months of 2016 (Revenue €537 million, 4.7% on an unadjusted basis and 2.7% growth on an organic basis) was in line with their targets.

HAVAS Group performed strongly in Europe in all its major markets, including the United Kingdom, the macroeconomic climate notwithstanding, where they achieved organic growth of 8.6%. The UK remains a key market for Havas, and is also the home of their latest acquisition, Target MCG, the UK's largest independent entertainment and lifestyle media group. The French agencies have kept up their strong pace of growth, and Southern Europe, led by Spain, Italy and Portugal, continued its strong momentum. Asia Pacific and Latam posted 1.5% and 1.7% organic growth, respectively, for the first nine months of 2016. The management believes they will experience more significant growth in this region soon.

Havas Financial Statement (€m)

	2016 Q3	2015 Q3	CHANGE %	ORGANIC GROWTH
Revenue	537	516	4.1%	1.8%

Havas Revenue by Region (€m)

	2016 Q3	2015 Q3	CHANGE %	ORGANIC GROWTH
Europe	268	243	10.3%	7.7%
North America	190	191	-0.5%	-1.2%
APAC & Africa	45	45	0.0%	-7.1%
LATAM	34	37	-8.1%	-6.3%
Total Group	537	516	4.1%	1.8%

Havas Stock Price

	30-SEP-16	30-SEP-15
Adjusted Close Price	€ 7.52	€ 7.29

90 days of M&A

The Holding Company M&A chart saw the rise of Dentsu from the sixth spot to first place with 13 deals worth nearly \$1.5 billion in Q3 2016. The Japanese holding company's dramatic ascent comes off the back of their recent acquisition of the majority stake in Merkle, a Baltimore-based data marketing firm. The top three are rounded out by Q2's first and second place holders, Miteno and Keda Group, respectively. See the full list of wins below:

2016 HOLDING COMPANY M&A LEAGUE Global / Q3 2016

RANK THIS MONTH	RANK LAST MONTH	HOLDING GROUP	RECENT ACQUISITIONS	TOTAL SALES VALUE (US\$M)	NUMBER OF DEALS
1	1	Dentsu	Avid Media, WiTH Collective, C2C Outdoor, Keneo, Merkle, Gyro, VeryS-tar, Digital Republic	1,783	31
2	2	Miteno	BBHI	900	1
3	3	Keda Group	itrax, ASEA, Beijing Zhiyue Internet, Data 100	491	4
4	4	Nantong Metal Forging Group	All Ways Advertising, Wezonet, Run Ad	371	3
5	5	Telenor	Tapad	360	1
6	6	WPP	Linkpulse, iStrategyLabs, Maruri Publicidad, All Def Digital, TNS ICAP, Effect PR, dBOD, Potato, CMI	350	28
7	7	Nielsen	Pointlogic, Repucom	252	2
8	8	IBM	Aperto, Resource/Ammirati, ecx.io	245	3
9	9	Simei	Grand Media, Zhangwei Technology, Key iMedia	232	3
10	10	Sky Dragon Group	QDZZ, UniqueAd	170	2
11	11	Stagwell Group	PMX Agency, Code & Theory	166	2
12	12	Gannett	ReachLocal	158	1
13	-	Vista Equity Partners	GovDelivery	154	1
14	13	Ningbo Cixing	Hangzhou Duoyile Tech, Hangzhou Youtou Tech	150	2
15	-	Spearhead	Smaato	148	1
				5,931	85

New Business League

R3 continues to track more than 7,000 new business wins annually across more than 300 agencies. See the latest results below:

BBDO stays in the top spot on the creative table, after shooting up from 51st following their win of the AT&T and DirecTV US accounts early in Q3. DDB remains in second place after winning the McDonalds' NA business, and Ogilvy rounds out the top three. On the media table, PHD holds onto first place after winning the Volkswagen Global and Canon UK business. The biggest story of Q3, however, is the number two agency, Hearts & Science - a media agency launched by OMG in April of this year - that beat out WPP to win the AT&T and DirecTV business. Zenith takes the third place spot, with recent wins including the Coty global and 21st Century Fox US accounts.

2016 CREATIVE AGENCIES NEW BUSINESS LEAGUE Global /Q3 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	AT&T US, Neulasta US, Lidl Germany, BASE Mobile Germany	335.6	Sainsbury's UK	256.6	29
2	2	DDB	McDonald's North America, Seat Global, Puma Energy Global, Sky Mobile UK	190.3	Qualcomm US	146.1	257
3	3	Ogilvy	British Airways (Digital) Global, LateRooms.com UK, Motorola Global	161.9	Expedia Europe	137.0	491
4	4	McGarryBowen	United Airlines Global, Clorox Global, JC Penney US, Huawei LATAM	108.7	Staples US	103.7	16
5	5	McCann WorldGroup	Reckitt Benckiser (Lysol/Dettol) Global, GSK(Expert Marketing) Global, Staples US	109.2	Intel (B2B) Global	97.5	412
6	6	Saatchi & Saatchi	GSK Global, Wal-Mart - Asda UK, Wal-Mart US, USAA US	92.0	Club Med Global	81.8	88
7	7	TBWA	Vicks Europe, Intel (B2B) Global, PepsiCo's Izze Global, Pampers Germany	78.9	MillerCoors US	63.3	126
8	8	Isobar	Martell France, Western Union UK, Huawei UK Project	57.7	Kellogg's UK	57.3	251
9	12	VML	New Balance Global, Electrolux US, Wendy's US, Lipton Brisk US	51.5		51.5	8
10	9	Anomaly	Beats by Dr. Dre Global, Campbell Soups Brands US, Crown Royal US, Diesel Global	42.2		42.2	8
11	11	FCB	Clorox Global, Janssen US, Galderma US, Posnaia Poland	46.6	Vonage US	38.0	47
12	13	Y&R	2020 Census US, Chanel UK, Amstel South Africa,	56.2	Marks & Spencer UK	37.7	141
13	-	MMB	Subway US	37.5		37.5	1
14	21	Publicis	HPE Global, Sanofi Pasteur US, P&G (Dishwashing brands) Global	87.0	Wendy's US	26.5	270
15	14	GSD&M	Dodge US, Blue Bunny US	26.0		26.0	2
16	15	Dentsu	LTA Singapore, Paty & Vienísima (BRF) Argentina, LEXUS China Project	26.5	Weet-Bix Australia	24.7	144
17	16	Droga5	Google Pixel Global, The New York Times US, Glenmo-rangie Global	39.4	Diet Coke US	24.7	9
18	17	Cheil Worldwide	William Grant & Sons India, inshorts (Digital) India	23.6	Pfizer Korea	23.1	72
19	10	Mullen Lowe	Union Investment Germany, Fox+ y Fox Play LATAM, Harley Davidson APAC	49.5	USAA US	23.0	61
20	19	BBH	Ray-Ban Global, Absolut Vodka UK, Macy's US, Uber UK, CreditExpert UK	29.3	Newell Rubbermaid US	19.2	8
						1,317.3	2,441

2016 MEDIA AGENCIES NEW BUSINESS LEAGUE

Global / Q3 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	Volkswagen Global, Canon UK, Cape Union Mart South Africa	179.5	Greenstone Australia	176.8	160
2	2	Hearts & Science	AT&T US	135.0		135.0	1
3	3	Zenith	Coty Global, 21st Century Fox US, Nomad Food Europe, Klook APAC(7 Markets)	84.8	Electrolux US	66.4	80
4	4	Havas Media	Swarovski Global, PKO Bank Polski Poland, La Liga Spain	75.6	Nationwide Building Society UK	66.4	206
5	7	Carat	Premier Foods UK, Coca-Cola Canada, C&A Europe, Mutua Madrileña Spain	89.2	British Gas UK	58.6	317
6	16	Mindshare	Abbott US, Deutsche Bahn Germany, Facebook Germany, Achmea Netherlands	90.2	Tim Hortons US	56.8	355
7	5	GroupM	Target US, Westpac Australia, IKEA (Media Buying) Global	51.1	UrbanClap India	50.2	4
8	6	OMD	Verisure Europe, Ancestry.com US, GAME UK, Estee Lauder UK	74.1	Achmea Netherlands	45.7	232
9	8	Horizon Media	Avon US, Chobani US, La Quinta Hotels US, LG Electronics US	36.1		36.1	7
10	11	Vizeum	Total S.A. Global, Sonos Global, 21st Century Fox US, E.on UK, TSB UK	41.4	BMW UK	35.3	77
11	10	Initiative	IKEA Italy, Graftschar Germany, Hans Anders Netherlands	44.2	USAA US	29.8	186
12	13	Universal McCann	BEF Foods US, H&M France, M.Video Russia, Calidad Pascual Spain	56.3	Malaysia Airlines Global	23.0	224
13	9	Dentsu Media	Calzedonia Russia, Japan National Tourism Organisation Malaysia	21.8	Bridgestone India	20.9	177
14	-	MediaHub	Western Union Global	17.9	La Quinta Hotels US	16.1	1
15	14	Maxus	Pharmacare US, Huawei(Planning) UK, Church & Dwight US, Jet.com US, BT UK	19.2	Linus Matkasse Sweden	16.0	26
16	15	Dentsu Aegis Media	IKEA (Media Buying) Global, Diageo Global	15.0		15.0	2
17	12	Assembly	21st Century Fox US, E*Trade US, SodaStream US, Red Robin US	20.4	21st Century Fox (Fox Sports)	10.4	5
18	17	Optimedia Blue 449	HPE Global, Intu Shopping Centres UK, Walmart Asda UK	9.7	Perfetti Van Melle Vietnam	9.6	3
19	18	Exterion Media	TfL UK	5.0		5.0	1
20	19	Solve	Radisson US, American Standard US	2.7		2.7	2
						875.8	2,066

HOLDING COMPANY NEW BUSINESS LEAGUE

We will continue to roll up here on a quarterly basis, all the wins from all the Holding Company agencies in order to look at overall revenue generated from new business. This quarter, Omnicom has seen several high-profile wins helping them to stay in the top spot, including BBDO and Hearts & Science winning both the creative and media business for AT&T in August, and more recently DDB winning the McDonald's US creative account. WPP came in second, winning over 350 accounts since our Q2 tracking, and Dentsu rounds out the top three, falling one place since the last round.

2016 NEW BUSINESS LEAGUE HOLDING GROUP RANKING Global / Q3 2016

RANK THIS MONTH	RANK LAST MONTH	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	504.7	357.6	862.4	5.7%	814
2	3	WPP	273.1	124.5	397.6	2.2%	1,339
3	2	Dentsu	200.0	131.9	331.9	4.9%	997
4	4	Interpublic	138.2	69.2	207.4	2.7%	961
5	5	Publicis Groupe	115.6	78.0	193.6	1.8%	592
6	7	Havas	4.7	66.4	71.0	2.8%	227
7	6	MDC	45.8	10.4	56.2	4.2%	39
					2,120	3.4%	4,969

CMOs on the Move



ALISON HOFFMAN

STARZ, CMO

Premium cable company, Starz, recently appointed Alison Hoffman to the newly-created role of CMO. She joined Starz in 2012 from AMC Networks and her previous role at the network was EVP of marketing. Her appointment comes amidst significant changes for the company, with Lionsgate recently agreeing to acquire the network for \$4.4 billion.



DOUG PALLADINI

VANS, GLOBAL BRAND PRESIDENT

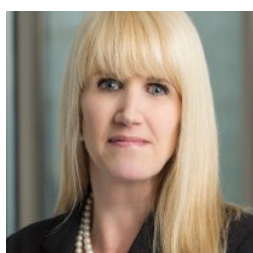
Vans recently elevated Doug Palladini to the role of Global Brand President after a long tenure of leadership within the company. He joined the shoe giant in 2004 and spent nine years leading the global marketing function, followed by a stint as the VP and general manager of Vans North America. His previous roles across several companies make up a nearly 30-year career in sports marketing.



JILL GREGORY

Nascar, CMO

Nascar recently named Jill Gregory as their CMO, promoting her from the previous role of SVP marketing and industry services. Her new role includes leading brand and consumer marketing, brand platforms, driver and team marketing, social media, as well as analytics and insights. Prior to joining Nascar in 2007, Gregory held diverse marketing roles for companies such as Bank of America, Sprint, Texaco and others.



GRETCHEN GARRIGUES

Manulife, EVP & Global CMO

Manulife has appointed Gretchen Garrigues as their EVP & global chief marketing officer. In this role, she will be responsible for all global marketing and communications to ensure that all strategy supports business growth. She joins Manulife from her previous role as global CMO for First Data, where she led their IPO in 2015 and greatly strengthened the brand.

**RAF SIMONS**

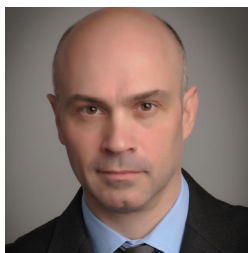
Calvin Klein, Global Chief Creative Officer

Raf Simons recently joined Calvin Klein in the role of chief creative officer, coming to the brand off a three-year stint as the women's creative director of Dior. Simons will lead the creative strategy for all Calvin Klein brands internationally (ck Calvin Klein, Calvin Klein Jeans and the mainline collection), taking control of all aspects of design, marketing, communications and visual creative.

**ANDY DONKIN**

UNDER ARMOUR, GLOBAL CMO

Under Armour recently named Andy Donkin as the global marketing lead for the sports giant. His previous role was global head of mass and brand marketing at Amazon, where he lead creative campaigns from Amazon Prime, FireTV, tablets, Kindle, Echo and retail. Prior to joining Amazon, Donkin held marketing leadership roles at Travelocity, Ask.com and Tickets.com.

**RICHARD LENNOX**

MACY'S CMO

After a four-month search, Macy's has named former Toys R Us executive Richard Lennox as their new CMO. Before Toys R Us, Lennox served as the CMO of Zale's for five years. He started his career on the agency side, spending nearly 20 years with JWT. Lennox took over for Macy's 32-year brand veteran, Martine Reardon, and will be faced with a recent trend of declining sales for the retail giant.

**PAMELA LEVINE**

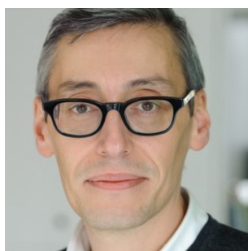
20TH CENTURY FOX, PRESIDENT OF WORLDWIDE THEATRICAL MARKETING

20th Century Fox recently announced that the network veteran, Pamela Levine, would rejoin the company as President of Worldwide Theatrical Marketing. Levine served 16 years at Fox before moving to HBO in 2011 to serve as their CMO. During her previous stint at Fox, she lead marketing campaigns from over 140 films, including the major blockbuster Avatar.

**MICHELLE PELUSO**

IBM, GLOBAL CMO

IBM has named Michelle Peluso as chief marketing officer to report to Jon Iwata, IBM's SVP for marketing and communications. Peluso's previous roles include global consumer chief marketing and internet officer at Citi and CEO of Travelocity, who acquired a travel site that she co-founded in 2002. Her appointment comes in the wake of IBM ramping up their digital marketing capabilities and embracing marketing transformation over the past several years.

**GERRY D'ANGELO**

P&G, GLOBAL MEDIA DIRECTOR

P&G recently welcomed Gerry D'Angelo to the newly-created role of global media director. He joins the FMCG giant from his most current role as European media executive for Mondelez, where he also handled global partnerships with Google and Facebook. Prior to that, he was European media director for Samsung. In this new role at P&G, D'Angelo will be handling the world's largest media budget.

Agency People Movement

**DOUG ROZEN**

OMD, CHIEF DIGITAL AND INNOVATION OFFICER

OMD has recently named Doug Rozen as their Chief Digital and Innovation Officer to oversee all digital activities. His most recent role was the Chief Innovation Officer and SVP/General Manager at MXM, Meredith's digital and content agency. In this role, he worked on a diverse client roster, including Kraft, Bayer, Sony, J&J, Kia and several others. Previous agency stints include various roles at JWT, Carlson Marketing (now Aimia) and The Hyperfactory.

**KELLY CLARK**

GROUPM, GLOBAL CEO

Kelly Clark has returned to the WPP media company, GroupM, this time in the role of global CEO. Clark previously served as the CEO of GroupM North America from 2012 to 2015. His previous roles include serving as the CEO of Maxus and the CEO of GroupM Europe from 2005 to 2008. His appointment comes in the wake of GroupM's Global President, Dominic Procter, stepping down from his role.

**JIMMY SHOUGAARD**

OGILVYONE, PRESIDENT

Following Dimitri Maex's decision to step down after 17 years with the Ogilvy network, it was announced that global chief strategy officer, Jimmy Schougaard, was elevated to the role of President. Shougaard joined Ogilvy in 2003 and has held several roles within the agency, including the CEO of Ogilvy Denmark and managing director of OgilvyOne's global operations. Prior to joining Ogilvy, he worked on several accounts at BBDO and worked for consulting firm, Nordea.



ANUSH PRABHU

MEDIACOM, CHIEF STRATEGY OFFICER & MANAGING PARTNER

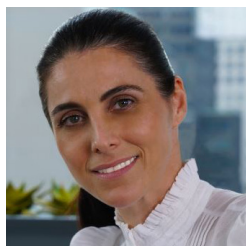
WPP's MediaCom recently hired Anush Prabhu as its managing partner and chief strategy officer. Prior to making this move, he was with the Deutsch organization, holding several roles including partner and chief channel planning and investment officer. This new role with MediaCom, Prabhu will be reporting directly to MediaCom USA's CEO, Sasha Savic.



JEN SMITH

MAXUS, GLOBAL CREATIVE DIRECTOR

Maxus Global has elevated Jen Smith, former head of strategy and planning for Maxus UK, as its first global creative director. Prior to joining Maxus in 2013, Smith spent nearly 10 years in various roles with PHD. In this new role, she will focus on the delivery of creative work for global and UK based clients, as well as expand the UK creativity leadership program for global Maxus employees.



ARIANA STOLARZ

MRM//MCCANN, GLOBAL CHIEF STRATEGY OFFICER

MRM//McCann recently named Ariana Stolarz to the role of global chief strategy officer. Stolarz joined the shop in 2013, and prior to her promotion, led the NY and Princeton strategy teams. Her previous roles include managing director, experience strategy with mcgarrybowen, director of digital strategy at The Vidal Partnership and regional project manager at JWT Miami. In her new role, she will be the first strategy leader for MRM//McCann on the global level.



ALINA KESSEL

WPP, PRESIDENT & CEO OF TEAM P&G

WPP has named Alina Kessel as the President and CEO of Team P&G to lead the holding company's relationship with the FMCG giant across all agencies. Kessel succeeds Tamara Ingram in the role, who is now the global CEO of JWT. Kessel's previous roles include leading Team GSK for WPP and several roles at Grey stretching back to 1994.



WILL TRAVIS

SID LEE, US EXECUTIVE CHAIRMAN, GLOBAL HEAD GROWTH OFFICER

Sid Lee recently promoted Will Travis, who has served as the agency's CEO of NY and LA offices for the past four years, to their US executive chairman and global head growth officer. Prior to joining Sid Lee, Travis served as the CEO and an SVP of Dentsu America. In his new role, he will be responsible for formulating the agency's expansion strategy and collaborating with Hakuhodo DY Holdings, which purchased Sid Lee last July.



RICHARD MOREWOOD

M&C SAATCHI, CEO APAC

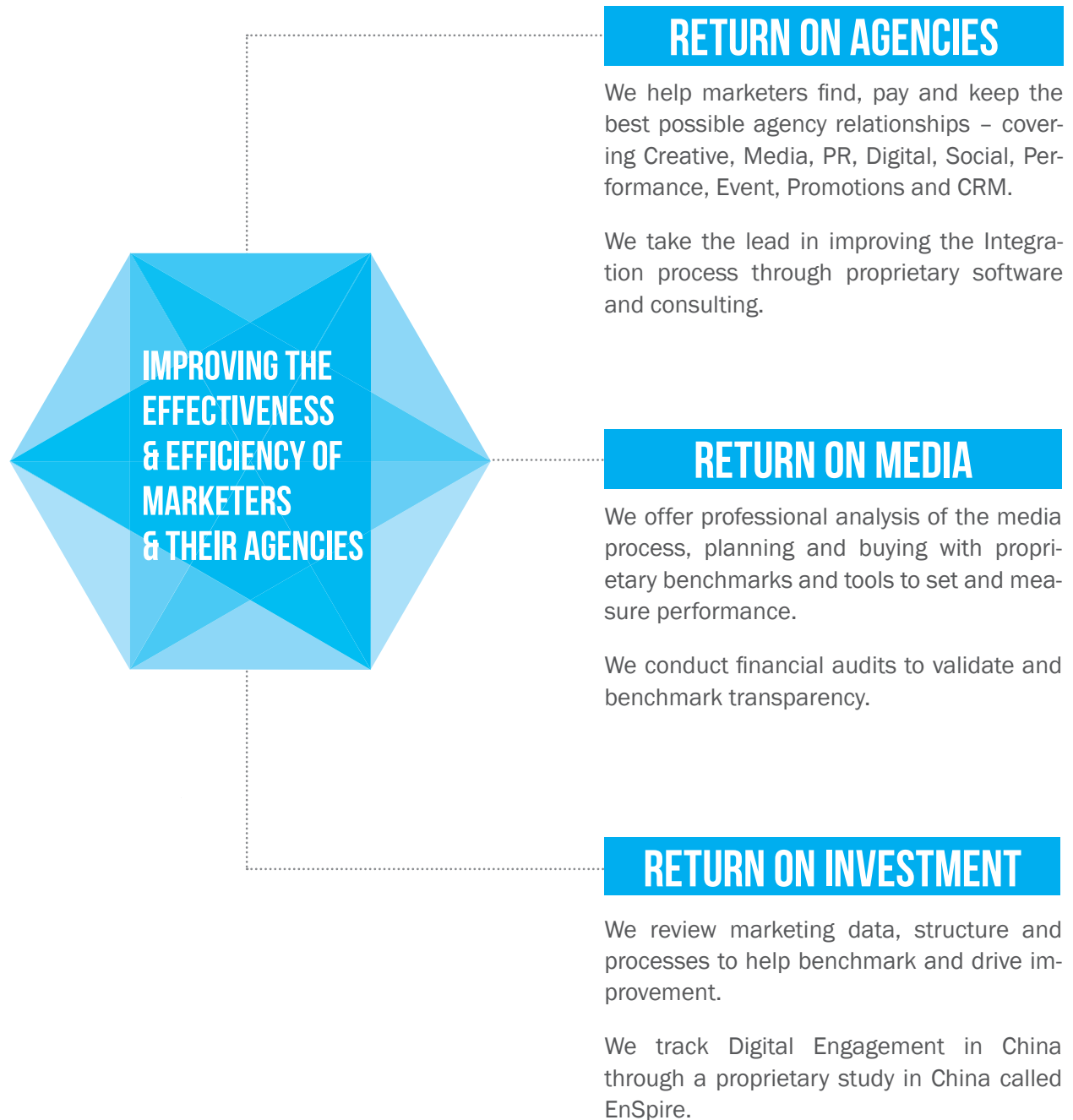
M&C Saatchi has named Richard Morewood as the CEO of APAC to oversee their offices in Singapore, New Delhi, Tokyo, Shanghai and Kuala Lumpur, effective in January of 2017. Most recently, Morewood spent five years with DDB, where he led the McDonald's account across APAC and MEA, and Unilever across North & Southeast Asia and Australia. This will be his second stint at M&C Saatchi, having previously worked at its London and Sydney offices.



JILL KELLY

DIGITASLBI, CMO

Publicis network's DigitasLBI has promoted their chief communications officer, Jill Kelly, to the role of chief marketing officer. Kelly has previously served as the head of communications for Starcom MediaVest and a marketing manager at Universal McCann. She joined DigitasLBI in 2011, and in this new role she will play a key role in shaping the agency's brand voice to key audiences, outside of new business prospects and consultants.



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

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
Website

 weibo.com/r3china
Weibo

 twitter.com/R3WW
Twitter

 facebook.com/r3worldwide
Facebook

 linkedin.com/company/r3
LinkedIn





New York

London

Shanghai

São Paulo

Singapore

Beijing

www.rthree.com