

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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Q2 2017 R3VIEW

Welcome to the Q2 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 Q2 M&A and New Business results.

THE BIGGEST STORIES

Global Ad Spend on the Decline

Based on their data from 59 selected markets, Denstu Aegis Network's latest [report](#), Ad Spend Forecasts – June 2017, shows a more cautious economic outlook with global ad spend growth falling to 3.8%, down from 4.8%. Several events will play a key role in stimulating ad spend in 2018, including the winter Olympics, the World Cup and the congressional elections in the United States. Their forecasts are predicting that 2018 will be the first year that digital will be the top media, finally overtaking television. Furthermore, mobile is bypassing desktop display, and by 2018 it will account for a total of \$116.1 billion.

See the full report [here](#).

Publicis Says No More Awards for One Year

Under the new leadership of CEO Arthur Sadoun, Publicis Groupe made a stunning announcement at Cannes: they will be skipping all awards shows for 2018. The industry reactions ranged from praise to [heavy skepticism](#). The reason for foregoing awards, trade show and other similar promotions is largely seen as a cost-cutting move. The network routinely spends up to \$2 million on submissions alone, and that doesn't include the rest of the costs of Cannes, which can be upwards of \$10+ million when it's all said and done. According to Sadoun, the money that would have been spent awards will go instead to developing the network's new AI "personal assistant" named Marcel. Some praised Sadoun's decision, calling it "[ambitious and disruptive](#)," while others were more [critical](#). Whether or not they will follow through remains to be seen.

CPG's Take on an E-Commerce Future

Ninety of the top 100 CPG brands lost market share last year. However, in spite of this fact, [CPG brands still have a relatively small market share](#) in the overall global e-commerce ecosystem. This sector is unique in its challenges to digital transformation and e-commerce. There are a myriad of reasons why e-commerce adoption is particularly difficult for CPGs, ranging from distribution challenges to the issue of how to personalize the consumer journey at scale. Our latest white paper aims to address the many challenges & opportunities facing CPG companies as they enter the e-commerce space for the first time, or expand their relatively small presence.

Read the full white paper [here](#).

Asia's CMOs are Embracing Digital

In the planet's most complicated and diverse region, Asia's leading CMOs are increasingly turning to digital marketing, social media and e-commerce to attract and maintain more customers, based on our findings in [Asia CMO: Driving Brand Growth](#), a recently released book on the topic. In a [recent event](#) in Singapore centered on the release of a book, it was revealed that the top issue keeping Asia-based marketers up at night is staying ahead and taking advantage of digital technology (24.1%). The book employs a series of deep-dive interviews, as well as a survey of marketing leaders to reveal what tools the CMOs of tomorrow will need for success.

For more, visit www.asiacmobook.com.

TWO PLAYERS DISRUPTING TRADITIONAL AGENCY MODELS

It's no secret that the traditional agency model is under fire. In the age of digital transformation, big industry players are moving away from AOR relationships towards project-based work, and integrating more technology into their marketing mix than ever before. Brands aren't just working with global creative and media agencies anymore. Instead, many are turning to creative networks and adtech firms to help them create content and ensure that their marketing dollars are being spent in the right place. In this edition of the Quarterly R3view, we are profiling two players taking part in this disruption – an adtech firm offering unprecedented transparency in programmatic media buying and a network of creative offering crowdsourced solutions to global brands.

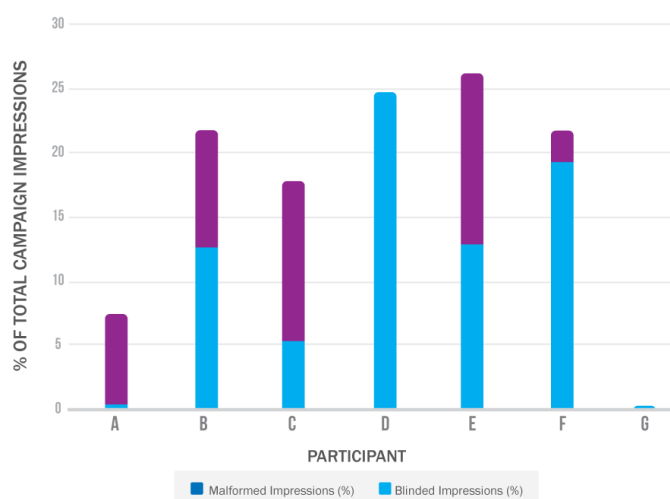
OPENING THE BLACK BOX OF PROGRAMMATIC – AD/FIN



The biggest issue plaguing the world of programmatic media buying is transparency. Marketers still don't know where their marketing dollars are going, and the crowded ecosystem of DMPs, DSPs, SSPs and trading desks creates a real black box. One technology firm has set out to make a change by leveraging big data and applying “financial style intelligence” to the world of programmatic media.

ARE YOU BUYING BLIND?

BLINDED & MALFORMED IMPRESSIONS AS A % OF TOTAL CAMPAIGN IMPRESSIONS



In a recent white paper co-produced by Ad/Fin and the ANA, all but one participating brand had a significant portion of their inventory labeled as “blind” or “malformed” (between 7% and 26%). According to Ad/Fin, having Malformed and/or Blinded inventory can hinder audits of compliance and can potentially create brand safety issues.

Ad/Fin’s proprietary solutions can leverage big data from nearly any stage in the programmatic buying process, not just the DSPs, to give marketers a clear idea of when and where their ads are being viewed. Marketers can see a visual dashboard of where the marketing spends were actually allocated, what the media actually cost and where the impressions were delivered. The result is that advertisers can see how their programmatic buying strategy is performing over time, allowing them to optimize the budget and perhaps most importantly, protect the safety of their brand by seeing how much was spent on black-listed sites.

With no signs of a programmatic slow-down in the immediate future, it is time for brands to know exactly where their programmatic budgets are going, instead of dumping money into the black box.

BLIND INVENTORY - The result of a publisher or SSP purposefully hiding domain details for competitive reasons.

MALFORMED INVENTORY - Due to log files that have not followed industry domain specifications, preventing advertisers from knowing geolocation, price, size, time of day, and position of an impression.

CROWDSOURCING CREATIVITY - TONGAL



As the traditional agency model is undergoing a massive shift, marketers are increasingly turning to crowdsourced, independent networks rather than traditional agencies or holding companies to fulfill some of their marketing needs. There is so much demand for content, and any agency that tries to offer it all will find themselves in a “jack of all trades, master of none” scenario. One trend that is on the uptick is the crowdsourcing of creativity.

The rise of crowdsourcing networks has led to success stories like Tongal, a platform that connects brands with talent they need to produce video content for nearly any platform. Tongal connects brands to creatives, and allows them to award projects on a “best idea wins” basis. Tongal’s network includes over 120,000 creatives that have access to the briefs that Tongal helps brands create, then they are able to submit their ideas on Tongal’s platform. The best ideas are chosen, and then directors pitch on those ideas. The winning director and top finalists are paid and their video content is distributed through the brand’s preferred digital or broadcast outlets.



As big brands are looking to eliminate inefficiencies in their marketing processes, the long-term AOR creative agency relationship is becoming less common. Brands are increasingly turning to networks like Tongal to produce one-off projects. Brands that have turned to Tongal for video content creation include the likes of Johnson & Johnson, Disney, Lenovo, General Mills, Fiat and several more.

90 DAYS OF M&A

M&A activity is down within the marketing communications sector, due in large part to a huge slow-down in China. For the first six months of 2017, we tracked a total of 186 deals in the marketing and advertising space worth a total of \$4.1 billion. This marks a steep decline from the same period of 2016, with the total number of deals down 9% and the total deal value down 39%. Thus far in 2017, The US and UK are leading in transaction volume, accounting for well over 50%. The decrease in total M&A activity is the result of a significant slowdown in China – with only 12 deals in the country to date – 45% less than in the same period of 2016.

TOTAL DEAL VALUE (\$MN)	4,190
TOTAL DEAL NUMBER	186

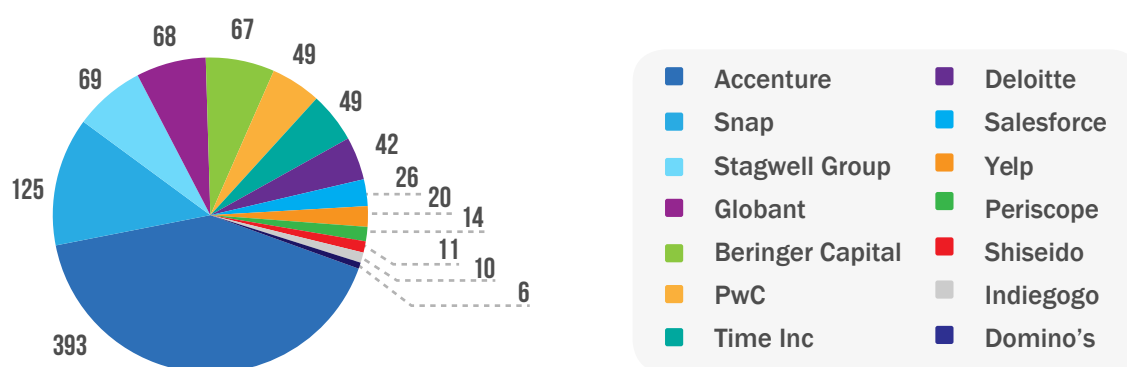
2017 HOLDING COMPANY M&A LEAGUE

Global / Q2 2017

RANK THIS MONTH	RANK LAST MONTH	HOLDING GROUP	RECENT ACQUISITIONS	TOTAL SALES VALUE (US\$M)	NUMBER OF DEALS
1	1	Dentsu	Grant Group, Leapfrog Online, DIVISADERO, SVG Media Group, media.at, SesliHarfler, Accordant, Outfox Intelligence AB, Novus Asia, Grail, The Customer Framework, Gleam Futures	526	15
2	3	Accenture	SinnerSchrader, Kunstmaan, The Monkeys + MAUD, Media Hive, Intrepid	393	5
3	2	WPP	DT, Eightytwenty, Pmweb Comunicação, Shanghai Ogilvy & Mather Advertising, MediaCom India, Deeplocal, 88rising, Marketplace Ignition, The Cocktail, Celtra, Mic Network	315	18
4	4	MCH Group	MC2 ("MC-squared")	219	1
5	-	Snap	Placed	125	1
6	5	Ascential	MediaLink	112	1
7	6	CMC Capital Partners	Creative Artists Agency	105	1
8	9	Hakuhodo	Beworks, Integrated Communications Group	98	2
9	7	Shenzhen Media Group (SZMG)	BEHE Adtech Solution	97	1
10	-	LiquidHub	Eveo	90	1
11	8	Econocom	Gigigo Group	84	1
12	-	Bertram Capital	DoubleDigit	78	1
13	10	GI Solutions Group	Eclipse Web	76	1
14	11	Guangdong Advertising Group	Shanghai Tuochang	76	1
15	12	Interel	AMG	70	1

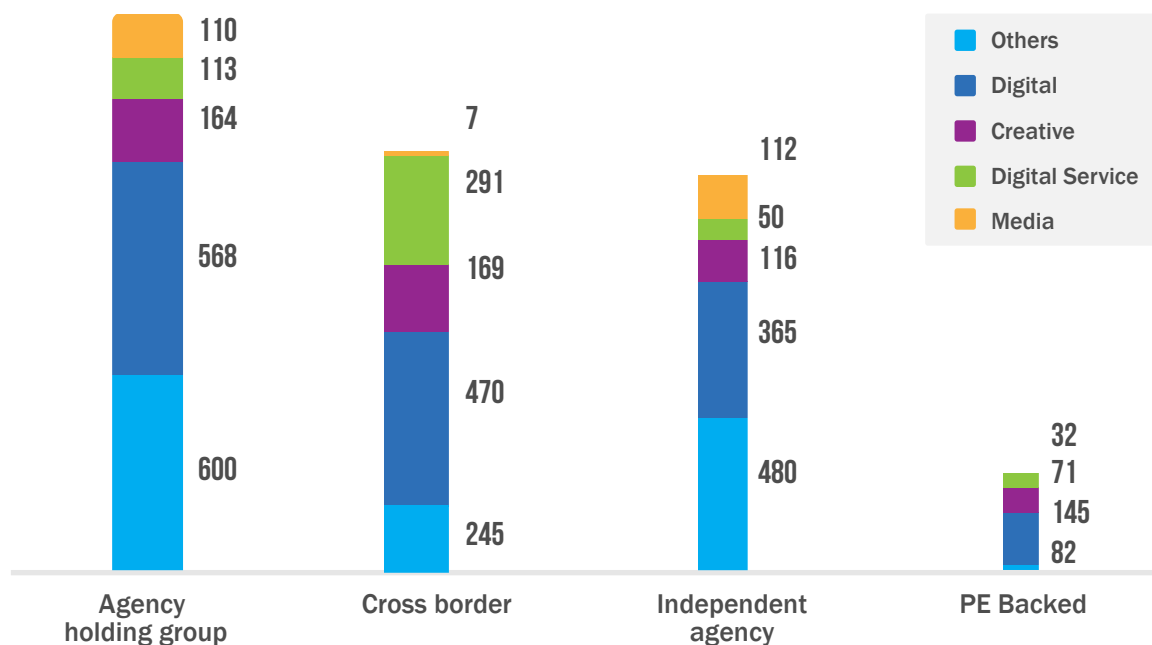
TOP 14 UNCONVENTIONAL BUYERS BY TRANSACTION VOLUME

*Value in USD Million



SHARE OF DEAL VALUE BY ACQUIRER TYPE

H1 2017



NEW BUSINESS LEAGUE

Amongst creative and digital agencies, Grey stormed into the top ten this month with their Revlon win, and Leo Burnett also jumped up on the back of more global McDonald's business. Ogilvy moved into the top spot with more than 200 wins across all regions. Looking at global media agencies, MediaCom's global PSA Automotive win, along with Revlon, saw them build a significant lead over other agencies, with Havas Media also moving up courtesy of the Michelin win from MEC.

2017 CREATIVE AGENCIES NEW BUSINESS LEAGUE

Global /Q2 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	2	Ogilvy	Mondelez Cadbury UK & Australia, Dollar Shave Club US Project, Halls(Mondelez) UK	92.9	American Express US	67.6	229
2	3	J Walter Thompson	Qatar Financial Centre Global, Tunisie Telecom Europe, Subway Australia	77.5	7-Eleven US	64.5	295
3	5	DDB	Miller Lite US, Center Parcs Europe, Persil ProClean Detergent (Henkel) US	81.1	Electrolux Global	62.6	170
4	1	McCann WorldGroup	WorkSafe Victoria Australia, Chevron (Brand Experience) US, Moneycorp UK	112.0	The Us Army US	61.6	239
5	4	WPP(Team WBA)	Walgreens Boots Alliance US	50.0		50.0	1
6	6	Droga5	Tencent Gaming US, Glenmorangie UK, Heineken US, Dos Equis US	39.5	Air Wick, Clearasil Global	34.5	9
7	7	Isobar	Titan Company (digital) Global, Canon Thailand	32.8	Innisfree Malaysia	32.7	131
8	-	Grey Group	Revlon US	55.6		27.5	7
9=	32	Leo Burnett	McDelivery Global, McDonald's UK, BMW Singapore	34.8		21.1	92
9=	8	MullenLowe Group	National Trust UK, E*Trade US, Hyundai Colombia, GuiltFree (Too Yum) India	26.3	Cash Converters Australia	20.0	58
11	9	Publicis	Winter Olympics 2018 UK&US, FNAC Darty Europe, Saint Gobain France	17.9	MT Educare India	17.8	97
12	10	FCB	BMW Canada, UEFA Europe, Renew Life US, Fountain Tire Canada	16.0	Old Mutual Africa	14.5	29
13	16	Wunderman	Telkom South Africa, Samsung CRM Europe, BT(Includes EE) UK Direct marketing	14.5	Electronic Client Singapore	14.3	5
14	20	Anomaly	Electrolux Global, Coca-Cola Minute Maid US, Sonos US, Virgin Trains UK ATL	14.0		14.0	5
15	24	R/GA	Johnnie Walker Global, Nikon Singapore, Hyundai N series UK Digital	19.0	E*Trade US	13.0	7
16	11	Venables Bell & Partners	Chipotle US, 3M consumer brands US	13.6	Phillips 66 US	13.0	2
17=	-	OKRP	Chili's Grill & Bar	12.9		12.9	1
17=	14=	Dentsu	Abbott Malaysia, Panasonic India Project, Jones Lang LaSalle Residential India	12.5	Etika - Calpis Malaysia Project	11.4	88
19	14=	BBDO	Alpura Mexico, ZTE US, AIA Singapore Project	14.2	Belvedere vodka US	9.0	14
20	19	Y&R	Dept Transport Think! UK, Center Parcs UK, Reliant Energy US	14.7	Bank of Scotland UK	11.4	50
						690.9	2,052

2017 MEDIA AGENCIES NEW BUSINESS LEAGUE

Global / Q2 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	PSA Group Global, Revlon US, P&G Germany/Austria/Switzerland	168.5	Universal Music Group UK	157.4	132
2	2	Mindshare	HMD (Nokia) Europe, TJX Companies US, Chery Jaguar Land Rover China (Digital)	67.9	John Hancock US	54.9	104
3	3	Horizon Media	Sprint US	35.0		35.0	1
4	4	Starcom	P&G UK, Merck Consumer Healthcare Global, Lowe's US Media	40.9	AB Lindex Sweden	33.4	20
5	6	Havas Media	Michelin Global, Con Edison US, Momentum Energy Australia	30.6	Polski Bank Komorek Poland	29.2	105
6	5	dentsu X	Progress Russia	27.9	UCB, Inc.- Zyrtec Russia	27.1	80
7	7	Carat	The Chevy LMAs US, Tesa Europe, Simba Dickie Germany, Sephora Germany	33.5	British Airways Global	25.9	180
8	8	Publicis(Connect)	MillerCoors US	20.0		20.0	1
9	10	PHD	Sainsbury's UK, VV-Auto Group Finland, Brown Group Retail Canada	28.8	Elizabeth Arden US	16.1	99
10	9	Empower	Fifth Third Bancorp US, Captain D's US, Ashley Furniture US Planning	14.3		14.3	3
11	11	Vizeum	CarMax US Project, Reckitt Benckiser Thailand, Rostelecom Russia	12.9	Pernod Ricard Australia	9.0	77
12	17	MullenLowe MediaHub	PODS Enterprises US, BET Networks US, Chipotle Mexican Grill US	8.5		8.5	4
13	12	Zenith	Carpetright UK, Citrus Pay and LazyPay India, FWD Thailand	9.4	Toyocosta Ecuador	6.9	11
14	14	M/SIX	John Hancock US, Virgin Money UK, Argos UK	10.3		6.3	4
15	13	Universal McCann	Accenture Global, Coach Global, SSP Japan, A Team Japan	12.7	Office Depot US	6.0	45
16	15	GIMC	FAW Group China	5.0		5.0	1
17	16	Dentsu Aegis	Heineken brands TBC Global	5.0	Rostelecom Russia	4.8	1
18=	18=	DigitasLBi	Mattel US	3.0		3.0	1
18=	18=	Zimmerman Advertising	Office Depot US	3.0		3.0	1
18=	20	GroupM	British Airways Global	3.0	L'Oreal Vietnam Digital and Search	3.0	1
						437.4	1,243

HOLDING COMPANY NEW BUSINESS LEAGUE

This quarter on our Holding Company New Business League roundup, WPP remained in first place with nearly 1000 creative and media wins under its belt for the year so far. Interpublic managed to hold on to the second place spot thanks to revenue added from its creative wins, while Dentsu knocked Publicis Groupe out of third place off the back of strong performance from several of its agencies, including Dentsu Aegis, dentsu X, Carat and Isobar. For the full ranking, see the table below.

2017 NEW BUSINESS LEAGUE HOLDING GROUP RANKING

Global / Q2 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	242.9	210.8	453.6	2.7%	943
2	2	Interpublic	133.6	-2.7	130.9	1.7%	439
3	4	Dentsu	56.1	67.4	123.4	1.7%	567
4	3	Publicis Groupe	51.5	52.5	104.0	1.0%	309
5	5	Havas	10.2	27.1	37.3	1.5%	116
6	7	Omnicom	9.1	8.4	17.5	0.1%	467
7	6	MDC	10.9	2.0	12.9	0.9%	15
					880	1.4%	2,856

CMOS ON THE MOVE



MORGAN FLATLEY - MCDONALD'S, US CMO

McDonald's has named former PepsiCo marketer Morgan Flatley as their CMO in the US. She had been with Pepsi for over a decade, most recently in the role of CMO of the global nutrition group and SVP of global grains. Prior to Pepsi, Flatley worked on several big clients while on the agency side at Saatchi & Saatchi. Her move to McDonald's coincided with the appointment of Chris Kempczinski as the President of McDonald's US.



JERRY DAYKIN - DIAGEO, HEAD OF DIGITAL MEDIA PARTNERSHIPS

Global beverage giant Diageo tapped Carat's Jerry Daykin to be their first global Head of Digital Media Partnerships. While at Carat, Daykin acted as the global client lead for the Mondelez business, having joined the agency in 2014 from his previous role as Head of Social Media Marketing for Mondelez. In his new role at Diageo, he will be responsible for managing media partnerships, with social likely playing a big role going forward.



JENNIFER BREITHAUPT - CITI, GLOBAL CMO

Citi recently promoted their long-time marketing veteran, Jennifer Breithaupt, to the role of Global CMO. Her previous roles at Citi centered on their entertainment division, and as the Head of Advertising and Media she led projects like Citi Private Pass and Citi Concert Series. The bank recently beat Wall Street estimates with surging revenue through June 2017.



MEREDITH VERDONE - BANK OF AMERICA, CMO

Bank of America recently appointed Meredith Verdone to the role of CMO, where she will direct the bank's branding, media and agency relationships, as well as the marketing of the consumer and wealth management. Verdone has been with Bank of America since 2005, and her most recent role was Enterprise, Consumer & Wealth Management Marketing Executive. In her new role, Verdone will continue to report to the Vice Chair, Anne Finucane.



MARCI GREBSTEIN - JCPENNY, CMO

JCPenny recently named Marci Grebstein as their new Chief Marketing Officer. Grebstein joins the retail giant from Lowe's, where she served as their CMO. Grebstein's marketing career began at Staples, and prior to Lowe's she was the Vice President of Marketing at Food Lion. In her new role at JCPenny, she will bring her digital skills to help the brand focus on digital and social marketing going forward.



VINAY SHAHANI - TOYOTA, VP FOR INTEGRATED MARKETING OPERATIONS

Toyota recently named former VW marketer, Vinay Shahani as their VP for Integrated Marketing Operations NA. Shahani has a long career in automotive marketing, holding various roles at both Volkswagen and Nissan before joining Toyota. In his new role, Shahani will be overseeing digital and social media, media strategy, engagement marketing, vehicle incentive strategy, motorsports auto shows and other consumer events throughout the U.S. Shahani will report to Ed Laukes, the VP for Toyota division marketing.



MICHELLE BOTTOMLEY - STAPLES, CMO

Staples recently named Michelle Bottomley as their Chief Marketing Officer. Prior to joining Staples, she was the CMO for human capital firm, Mercer. Bottomley has marketing experience on both the client and agency side, with previous roles including CMO for Barclaycard and a ten year stint at Ogilvy & Mather. In her new role, she reports directly to Staples' CEO and works closely with the executive team.



IVAN POLLARD - GENERAL MILLS, CMO

General Mills named former Cola-Cola marketer, Ivan Pollard, as their new Chief Marketing Officer. His plan for the CPG giant focuses first on reviewing the CPG giant's considerable assets around the world, then focus on brand name recognition and a digital consumer experience to drive a higher ROI. Pollard's previous roles include VP of Strategic Marketing at Coca-Cola, as well as several roles on the agency side at W+K.



GREG REVELLE - KOHL'S, CMO

Kohl's has hired Greg Revelle as their first Chief Marketing Officer since 2012. Revelle's previous roles include CMO at Best Buy, CMO at AutoNation, as well as several senior marketer roles at Expedia. In his new role, he will oversee Kohl's marketing organization and strategy, specifically in the areas of personalization and loyalty programs.



SANJEEV KAPUR - METLIFE SVP, CMO ASIA

MetLife recently named Sanjeev Kapur as their APAC CMO, reporting to Esther Lee, MetLife executive vice president and global chief marketing officer and Chris Townsend, president of Asia. Kapur's previous roles include a 12 year stint at Citi, as well as several marketing roles for Unilever at the outset of his career. In his new role, Kapur will lead MetLife's brand transformation in the APAC region, focusing on digital, data and design.

AGENCY PEOPLE MOVEMENT



PETER MEARS - HAVAS MEDIA, GLOBAL CHIEF OPERATING OFFICER

Havas Media recently announced the appointment of Peter Mears to the newly-created role of Global Chief Operating Officer. Mears has over 20 years of experience in the media agency industry, with previous positions including leadership roles at PHD, IPG and UM. In his new role, he will oversee Havas' global network of media agencies and report directly to Havas Media Global CEO, Alfonso Rodés.



SUSAN HOFFMAN - W+K, CHIEF CREATIVE OFFICER

Wieden & Kennedy recently promoted Susan Hoffman to the role of Co-Chief Creative Officer alongside Colleen DeCourcy. Hoffman has been with the shop for 32 years, and has worked in several global offices servicing clients such as Nike, Levi's, Old Spice, Target and P&G. Her Co-officer, Colleen DeCourcy, was named CCO in October of 2016 while Hoffman shifted into the role of executive creative director, based in W+K's Portland office.



TOYGAR BAZARKAYA - WE ARE UNLIMITED, CHIEF CREATIVE OFFICER

Toygar Bazarkaya will become the first Chief Creative Officer at the dedicated McDonald's shop, We Are Unlimited. Prior to joining the shop, Bazarkaya was the Chief Creative Officer for the Americas at Havas Worldwide. Prior to that, he spent six years at BBDO New York, working for global clients like Visa, HP, Mars, Gillette and several others. In his new role, he will report to DDB's lead creative, Ari Weiss.



PER PEDERSEN - GREY, GLOBAL CREATIVE CHAIRMAN

Grey has promoted Per Pedersen to the role of Global Creative Chairman; he will take on the role in addition to his current duties as the Chairman of the Grey global creative council. Pedersen has been with the agency for 25 years, playing an integral role in the founding of Uncle Grey in Copenhagen, as well as spending time at their offices in both Germany and New York. In 2014, he was named the Deputy Worldwide Chief Creative Officer.



STEPHEN LARKIN - TOYOTA, VP FOR INTEGRATED MARKETING OPERATIONS

RG/A has poached David&Goliath's CMO, Stephen Larkin. Larkin's role at RG/A is Executive Director of Growth, and is the only person to hold that role in the IPG agency's US network. Larkin has held several leadership roles on the agency side, most recently as the CMO of 180LA, as well as several roles in both Hill Holiday and Mullen. His move to RG/A came amongst a big shake-up at D&G, in which several of the shop's executives left to form their own agency.



HRISTOS VAROUHAS - TBWA, GLOBAL CHIEF STRATEGY OFFICER (APPLE)

TBWA recently promoted Hristos Varouhas from regional CSO at TBWA Australia/New Zealand to the lead role of Global Chief Strategy Officer on the Apple business. Although the move happened late last year, it wasn't announced until April. Varouhas has held several roles at agencies including McCann WorldGroup, BWM Dentsu and The Campaign Palace. In his new role, he will be based in California.



AMANDA LEVY - CRITICAL MASS, GLOBAL CHIEF CLIENT OFFICER

Amanda Levy has been promoted by Critical Mass to the newly-created role of Global Chief Client Officer. She will be in charge of overseeing client services across the agency's dozen global offices. Her previous role at the shop was Chief Marketing Officer, and she joined the agency in 2006 as the Director of Integration. Prior roles include the Director of Digital for OMD's west coast operation, following several years on the client side with Dell.



JUSTINE BLOOME - VAYNERMEDIA, CHIEF STRATEGY OFFICER

VaynerMedia has named Justine Bloome as the shop's first Chief Strategy Officer. She joins the shop from Carat, where she was the Executive VP, Head of Strategy Innovation. Her previous roles include stints at The Brand Institute, Nine Entertainment and Jack Morton Worldwide. According to Gary Vaynerchuck, in her new role, "She's going to be synthesizing culture and filtering it through her and her team's filter to allow us to do to the best work on the creative and strategy sides."



NICK BRIEN - DENTSU AEGIS, CEO AMERICAS

Dentsu Aegis Network has made an outside hire for the role of CEO Americas, naming Nick Brien to replace departing CEO, Nigel Morris. Brien's previous experience includes global executive positions at both iCrossing and McCann WorldGroup. In his new role, he will be in charge of 19 countries and face significant obstacles presented by digital disruption. Departing CEO Nigel Morris will become the Chief Strategy and Innovation Officer.



LINDSAY PATTISON - GROUPM, CHIEF TRANSFORMATION OFFICER

Lindsay Pattison, the Global CEO of Maxus, will be taking on a new role as the first-ever Chief Transformation Officer at WPP's GroupM. In this newly-created role, she will help the company officer "agile, customized work for clients" across the WPP organization. Her previous agency experience includes roles at PHD and Y&R. She has been with Maxus since 2009 and has been in the role of Global CEO since 2014.

ABOUT **R3**



IMPROVING THE EFFECTIVENESS & EFFICIENCY OF MARKETERS & THEIR AGENCIES

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.

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