

NEW

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R3 x HEINEKEN: Creative Agency Search
RFI Analysis

w/o 05.30.22



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Heineken SILVER

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Agenda for today...



RFI Analysis Report



**Shortlist Agencies for
Chemistry Meetings**



**Align on Chemistry Meeting
Requirements**

Table of Contents







- 1 Background & RFI Requirements
- 2 Responding Agencies and RFI Evaluation Approach
- 3 Executive Summary: RFI Analysis and Short List Agency Discussion
- 4 Deeper Dive on Creative Agencies
- 5 R3 POV – Short List Discussion
- 6 Next Steps and Alignment on Chemistry Meetings
- 7 RFP Checklist
- 8 Appendix: Detailed Findings, and Agency Profiles



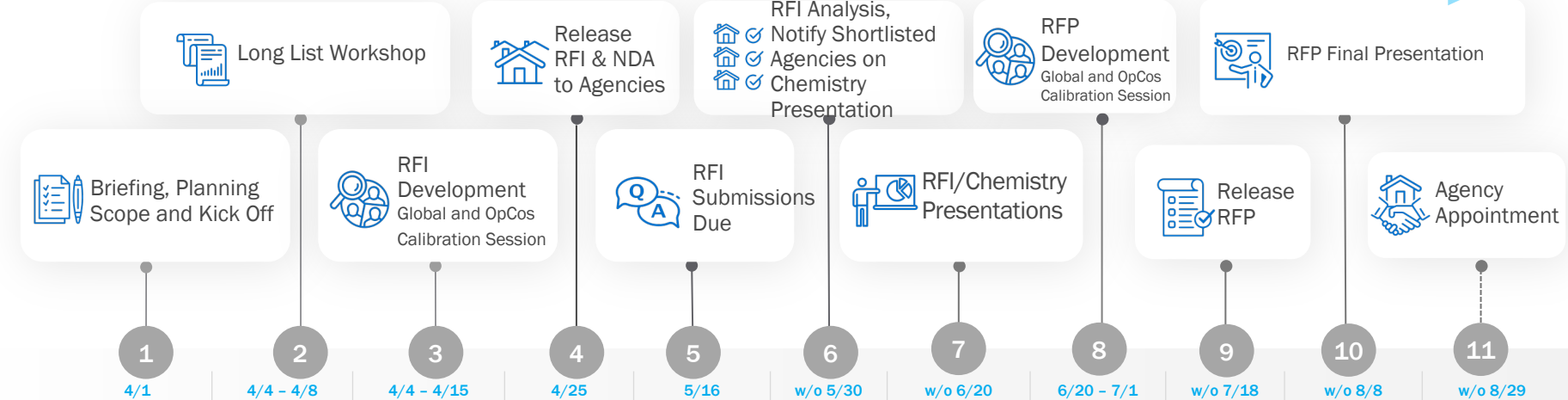
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Background & RFI Requirements

R3's Proven Review Process

| WE'RE HERE | Our Role | The Outcome |
|--|--|--|
| 1 Client Needs Assessment Detailed needs analysis Tailored approach | <ul style="list-style-type: none"> Understand your business challenge(s) and align on agency's role |  <ul style="list-style-type: none"> Clear agency search brief Set expectations on agency model and scope |
| 2 The Universe A whole world of possibilities A long list of choices | <ul style="list-style-type: none"> Research potential agencies who will meet your needs |  <ul style="list-style-type: none"> Long list of suitable agencies Decision on shortlist to go to RFI (request for information) stage |
| 3 RFI – Informed Credential Gain additional insight into the shortlist of agencies | <ul style="list-style-type: none"> Analyze RFI Submissions Align on evaluation criteria |  <ul style="list-style-type: none"> Scoring and evaluation report of track record, operational health, relevant experience, and team structure |
| 4 Chemistry Sessions Checking chemistry and dynamics | <ul style="list-style-type: none"> Facilitate Chemistry Sessions Align on scoring criteria |  <ul style="list-style-type: none"> Scoring Report – Focus on the dynamics between the client and agency and agency itself |
| 5 RFP – Finalist Round Agencies respond to strategic brief and submit cost templates | <ul style="list-style-type: none"> Develop pitch challenge brief with you Develop Scope of Work Fee Template with you Develop Media Cost Template if required Conduct reference checks Align on final presentation scoring criteria |  <ul style="list-style-type: none"> Final Presentations – Agencies respond to the strategic brief Agency SOW Fee and Media Cost Template submissions Reference Check Report Scoring Report – Focus on strategic abilities of the agencies |
| 6 Partner Alignment Setting compensation and incentive structures | <ul style="list-style-type: none"> Analyze and benchmark SOW Fee and Media Cost Template submissions |  <ul style="list-style-type: none"> Fee analysis and benchmarking report Final fee and contract |

Project Milestones & RACI



| | 1 4/1 | 2 4/4 - 4/8 | 3 4/4 - 4/15 | 4 4/25 | 5 5/16 | 6 w/o 5/30 | 7 w/o 6/20 | 8 6/20 - 7/1 | 9 w/o 7/18 | 10 w/o 8/8 | 11 w/o 8/29 |
|-----------------------------------|---|--|---|--|---------------------------|---|---|--|---------------|--|--|
| HNK Working Team | Discuss internal work process and key milestones Discuss use of STUN | Agreement on evaluation criteria, longlist and shortlist | Alignment on briefs for Power Brand and Regional Brands | Share NDA, SOW, MSA Inform incumbents | Decision on shortlist | Scheduling and Logistics for Chemistry Meetings in Cannes | Live scoring, Decision on RFP finalists (Cannes) | Share business case, Alignment on briefs | | Live scoring, Decision on RFP winning agencies | Winning agency announcement and transition |
| Regional Brands/ Top OpCos | | | Input on RFI brief | | Separate presentation | Maverick Discussion | Separate presentation Alignment on finalist (Virtual) | Input on RFP brief | | Separate presentation Alignment on finalist | |
| R3 | Detailed Project Plan & RACI | Development of AOR longlist | RFI, baseline SOW template development | Release RFI, MSA | RFI Analysis presentation | RFI Presentation logistics Scorecard | | RFP and SOW development | Release RFP | SOW, MSA Analysis | |

What is the approach?

2 Global AORs

WHAT ARE AORs?

- Network agency partner who are highly strategic for **long-range marketing counsel**/planning and able to provide superior end-to-end management of major, global brands.

CONDITIONS

- Global brand to have 70-80% consolidated towards 1x AOR only

WHY

- Thought Leadership
- Brand Guardianship
- Innovation Roadmap
- Brand Consistency
- Global Footprint

1 Global Transcreation Partner

WHAT IS A TRANSCREATION PARTNER?

- Transcreation agency responsible for execution/**asset development / adaptation / localization work**

CONDITIONS

- 1x partner for all OpCos to use.

WHY

- Speed, Quality, Price
- Brand Consistency
- Cost saving
- Efficiency

Single repository (DAM), frees market managers to focus on local strategy and activations



2

Responding Agencies Overview and RFI Evaluation Approach





Agency Service Requirement AOR Network Agencies

<9
Below Average

11 - 17
Average

18 - 25
Strong

To go deeper into the Long List, we used **four initial criteria based on the Heineken Needs Assessment** to assess each agency.

| CRITERIA | MAX SCORE | SCORING CRITERIA |
|---|-----------|---|
|  Strategic Prowess | 25 | Thoughtful leaders who are highly strategic for long-range marketing counsel/planning, able to drive both attitudinal and performance metrics while constantly challenging the status quo in the in premium beer to NoLo beverages category. |
|  Breakthrough Creativity | 25 | Unapologetically creative, challenger mindset, constantly supplies fresh ideas, and have a reputation for creating award winning or viral and transformative creative work. |
|  Digital First / Futurist Mentality | 25 | Outstanding digital-first creative talent that stays ahead of the curve with track record of designing integrated consumer experiences and driving disruptive, innovative, ground-breaking pilots & activations. |
|  Operational Excellence and Agility | 25 | Superior end-to-end management of major, global brands. Can build, grow, and flex with HEINEKEN's needs in both the near and long term. Offers the best people and capabilities that are worthy of and can elevate the world's best beer brand. |

LONG LIST: Global Agency Networks Ranked

| Agency | Network | Strategic Prowess (Score: 25) | Breakthrough Creativity (Score: 25) | Digital First/ Futurist Mentality (Score: 25) | Operational Excellence and Agility (Score: 25) | Total |
|-----------------------|-----------------|----------------------------------|--|---|--|-------|
| BBDO | Omnicom | 20 | 21 | 17 | 19 | 77 |
| McCann | IPG | 19 | 17 | 18 | 21 | 75 |
| Ogilvy | WPP | 21 | 17 | 17 | 20 | 75 |
| Publicis | Publicis Groupe | 19 | 17 | 19 | 20 | 75 |
| VMLY&R | WPP | 19 | 17 | 20 | 18 | 74 |
| DDB | Omnicom | 18 | 18 | 16 | 18 | 70 |
| TBWA | Omnicom | 17 | 18 | 18 | 17 | 70 |
| Accenture Interactive | Accenture | 15 | 19 | 21 | 14 | 69 |
| Wunderman Thompson | WPP | 18 | 15 | 17 | 19 | 69 |
| BBH | Publicis Groupe | 21 | 18 | 15 | 14 | 68 |
| Saatchi & Saatchi | Publicis Groupe | 17 | 14 | 17 | 16 | 64 |
| FCB | IPG | 16 | 16 | 15 | 16 | 63 |
| Grey | WPP | 16 | 14 | 13 | 19 | 62 |
| Leo Burnett | Publicis Groupe | 16 | 15 | 15 | 16 | 62 |
| McGarryBowen* | Dentsu | 16 | 15 | 15 | 14 | 60 |
| Havas | Havas | 15 | 15 | 14 | 15 | 59 |
| MullenLowe | IPG | 15 | 14 | 13 | 15 | 57 |
| M&C Saatchi | Publicis Groupe | 13 | 15 | 12 | 13 | 53 |

*Dentsu's strength remains in Media

Screening for the Best Agency Partners for HEINEKEN

AOR Network Agency Search only



Total number of
Reviews we
need to run



- **2 AOR – 1 Brief**

All 7 agencies accepted invited to RFI

| Network Agencies | |
|--|---|
| Omnicom Group | BBDO |
| WPP | Ogilvy  VMLY&R |
| IPG | McCANN |
| accenture  | Accenture Song |
| dentsu | dentsu creative |
| *Incumbent  PUBLICIS GROUPE |  publicis WORLDWIDE |

RFI Evaluation Approach



- Analyzed RFI submissions for Creative and Transcreation
-

- Scored and evaluated agencies based on agency structure and experience, case study submissions and POV responses
-

- Compared networked, integrated and best of breed offerings
 - Standard and leading approaches
 - Strengths and Weaknesses
 - Gaps and Opportunities
-

RFI Evaluation Criteria

Quantitative and Qualitative Data

| | | | | | |
|---|---------------------------------------|---|---|---|--|
| RFI Score (100%) | Agency Structure and Experience (30%) | Operational Health (10%) | <ul style="list-style-type: none"> Headcount growth Billings growth Account wins & losses | | |
| | | Relevant Client Experience and Structure (10%) | <ul style="list-style-type: none"> Client Count Client Tenure Relevant Experience | | |
| | | Team Experience and Churn (10%) | <ul style="list-style-type: none"> Average tenure of leadership team Average tenure of core working team Quality of team (seniority mix, past client experience, etc.) | | |
| | Case Studies (40%) | <i>Creative</i> | | <i>Transcreation</i> | |
| | | How well do the submitted case studies reflect the Agency's relevant capabilities and address the specific prompts | | | |
| | | <ul style="list-style-type: none"> Strategic Thinking, Creative Leadership Building Brands through Impact, operating at the speed of culture Futurist Mentality, driving innovation and designing integrated Omni-Channel experiences Globally Insightful Work | | <ul style="list-style-type: none"> Production Capabilities (Global to Local) Agile Methodology Global Coverage | |
| | Strategic POVs (30%) | Quality of responses to POV questions | | | |
| <ul style="list-style-type: none"> Brand Development and Stewardship Ways of Working and Partnerships | | <ul style="list-style-type: none"> Brand Stewardship & Consistency Asset Management | | | |
| Link to scorecard | | Heineken Creative RFI Scoresheet - Template.xlsx | | Heineken Transcreation RFI Scoresheet - Template.xlsx | |

- Additional considerations not included in overall evaluation: Agency response to DE&I, Transition, Sustainability question
- We will evaluate these responses and provide R3's POV

RFI Scoring Methodology

| Grading Scale | Agency Structure and Experience (30%) | | | | | | | | Case Studies (40%) | Strategic POVs (30%) |
|---------------------|---------------------------------------|-----------------------------|---|---|---|---------------------------|---|-------------------------|--|----------------------|
| | Operational Health (10%) | | | Relevant Client Experience and Structure(10%) | | | Team Experience and Churn (10%) | | | |
| | Revenue Growth | Headcount Growth | Wins and Losses | Client Count | Relevant Services, ie: (Alcohol ,F&B) | Average Years with Client | Average Team Tenure (Key management and working team) | Average Team Experience | | |
| <5 Below Average | Avg YOY growth below 0% | Avg YOY growth less than 0% | Significant losses of clients, which cannot be balanced out by wins | 1 and below Client count | Some relevant experience; mostly past experience | Avg years < 5 | Avg years <6 | <15 years | Minimal Detail / Lacks Relevance/ Poor Case | |
| 5-6.9 Average | Avg YOY growth of 0% - 5% | Avg YOY growth 0% - 5% | Wins balanced out with losses | >1 Client count | Good amount relevant experience with not-as-notable clients | Avg 5 - 15 years | Avg 6 - 8 years | Avg 15 - 20 years | Relevant but lacking in some specific detail/clarity / Overall Satisfactory Case | |
| 7-8.4 Good | Avg YOY growth of 6% - 15% | Avg YOY growth 6% - 10% | Good amount of wins of relevant or notable clients; fair amount of losses that don't affect overall business health | > 5 Client count | Good amount experience with relevant and notable clients | Avg 16 - 30 years | Avg 10 - 10 years | Avg 21 - 24 years | Sufficient Detail/ Relevant / Good Case | |
| 8.5-10 Excellent | Avg YOY growth > 15% | Avg YOY growth > 15% | Exceptional wins of relevant and notable clients; insignificant losses | > 10 Client count | Exceptional experience with relevant and notable clients | Avg years > 30 | Avg years > 10 | Avg years > 25 | Robust Detail/ High Relevancy / Excellent Case | |



3

RFI Analysis and Short List Agency Discussion

Executive Summary

Executive Summary – Overall Observations

7

AGENCY PARTICIPATION

- Accenture Song
- BBDO
- Dentsu Creative
- McCann
- Ogilvy
- Publicis
- VMLY&R



RFI EVALUATION CRITERIA

- Operational Health (30%)
- Case Study (40%)
- POV for Driving Creative Excellence (30%)



AGENCY STRUCTURE AND EXPERIENCE

- **#1 BBDO - 21%**
- #2 VMLY&R – 20%
- #3 Ogilvy - 18%



CASE STUDIES

- **#1 BBDO – 37.5%**
- #2 McCann – 35%
- #3 Accenture Song – 32.5%



POINTS OF VIEW

- **#1 Dentsu - 28.1%**
- #2 BBDO – 24.4%
- #3 Publicis – 24.4%



DE&I (Score out of 10)

- **#1 McCann – 8.8**
- #2 Publicis – 8.1
- #3 BBDO – 7.5



TRANSITION (Score out of 10)

- **#1 BBDO – 8.8**
- #2 Ogilvy – 8.8
- #3 VMLY&R – 8.1



SUSTAINABILITY

- **#1 BBDO – 7.5**
- #2 Ogilvy – 7.5
- #3 VMLY&R – 7.5



OVERALL PERFORMANCE

- **#1 BBDO – 83%**
- #2 McCann – 73%
- #3 Publicis – 72.7%
- #4 Ogilvy – 72.6%
- #5 VMLY&R – 70%
- #6 Accenture Song – 68%
- #7 Dentsu – 61%



SHORTLIST TO CHEMISTRY MEETINGS

- Shortlist 7 agencies to Chemistry Meetings
- Propose that 2 be eliminated
- Shortlist 4-5 for RFP stage

Overall Ranking

BBDO rises to the top with consistent high scores, close fight between Publicis and Ogilvy



BBDO



83%



McCANN



73%

Publicis
WORLDWIDE



72.7%

Ogilvy



72.6%

VMLY&R



70%

Accenture Song



68%

dentsu creative



61%

0.0% 10.0% 20.0% 30.0% 40.0% 50.0% 60.0% 70.0% 80.0% 90.0%

■ Agency Structure and Experience (50%) ■ Case Study (30%) ■ POV (20%)

- + Top scores in all evaluation criteria, except POV
- + Case study showcased stellar, long-lasting (12 years) insight that is truly universal, strategically connected, strong application
- + Highest team experience (25.2 years) and longest team tenure Good client experience (PepsicCo), longest client tenure (31 years)
- Does not have presence in 2/14 key markets (Vietnam and Nigeria)
- + 2nd highest score for Case studies, nurtured true brand purpose that permeates all of today's work.
- + Long client tenure of 24 years
- Top scores but lowest team experience score, Team tenure at 6.2 years
- + Strong case study and POV
- Low operational health score, 3rd lowest team tenure (6.5 years)
- + 2nd highest score for POV
- + 2nd highest team experience (24.6 years)
- + Relevant client experience (i.e. Pernod Ricard, Coca-cola)
- Lowest operational health scores, due to slow headcount growth
- + 2nd highest Agency structure and experience
- + Longest team tenure 11 years versus average of 9 years
- + Multiple account wins (i.e. Coca-cola, Zespri)
- Short client tenure (average 5 years)
- + Good client experience (i.e. Canada Goose, Cola-cola, Brewdog)
- Lowest team tenure, below overall average (5.2/9 years)
- 2nd lowest Team experience (21/22)
- + Top score for POV, Creative Council and Modern Creativity Scale can be pivotal in driving great globally-applicable work.
- Lowest case study score
- Lowest overall score





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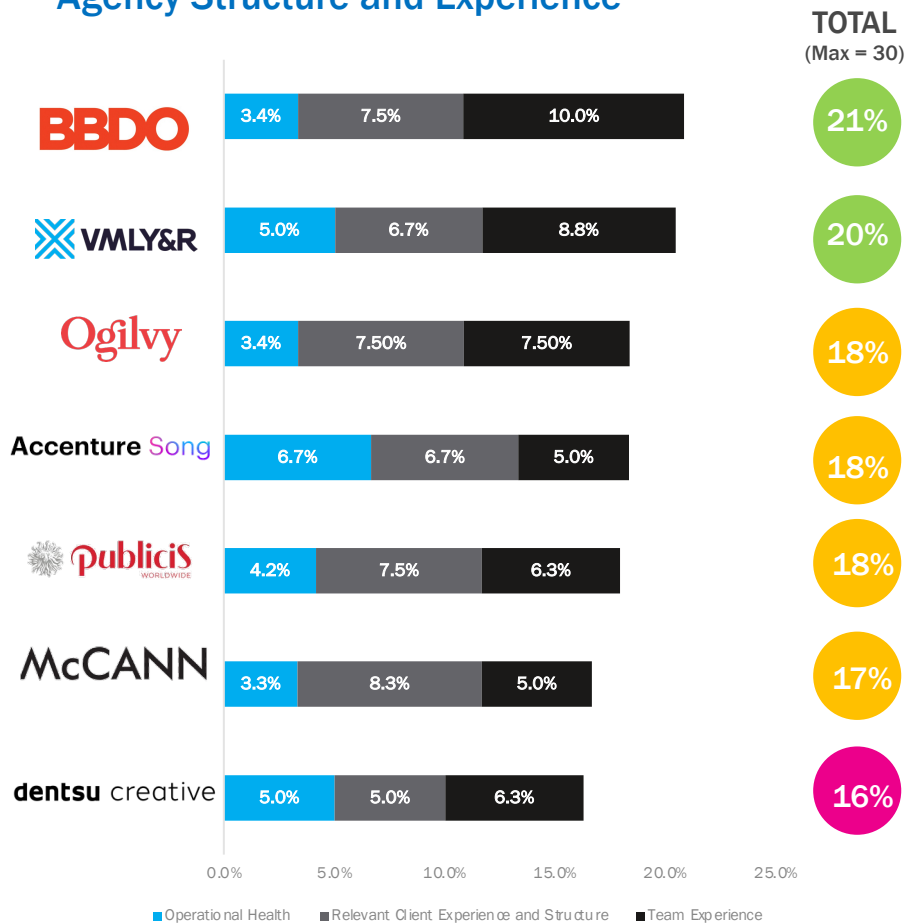
A Deeper Dive on Creative Agencies

RFI Total Score

BBDO has slight edge, most agencies performing

| RANKING | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------------------------------|--|-----------|--------------|--------------|---|--------------|--|----------------|-----------------|
| Category | Evaluation Criteria | Weightage | BBDO | McCANN |  Publicis <small>WORLDWIDE</small> | Ogilvy |  VMLY&R | Accenture Song | dentsu creative |
| Agency Structure and Experience | Operational Health | 10% | 3.4% | 3.3% | 4.2% | 3.4% | 5.0% | 6.7% | 5.0% |
| | Relevant Client Experience and Structure | 10% | 7.5% | 8.3% | 7.5% | 7.5% | 6.7% | 6.7% | 5.0% |
| | Team Experience | 10% | 10.0% | 5.0% | 6.3% | 7.5% | 8.8% | 5.0% | 6.3% |
| | Total Agency Structure and Experience score | 30% | 20.9% | 16.7% | 17.9% | 18.4% | 20.5% | 18.3% | 16.3% |
| Case Studies | Case Studies | 40% | 37.5% | 35.0% | 29.2% | 30.8% | 29.2% | 32.5% | 15.0% |
| Strategic POVs | Strategic POVs | 30% | 24.4% | 21.6% | 24.4% | 23.4% | 21.6% | 15.0% | 28.1% |
| Total | | | 82.7% | 73.2% | 72.7% | 72.6% | 71.2% | 65.8% | 59.4% |

Agency Structure and Experience

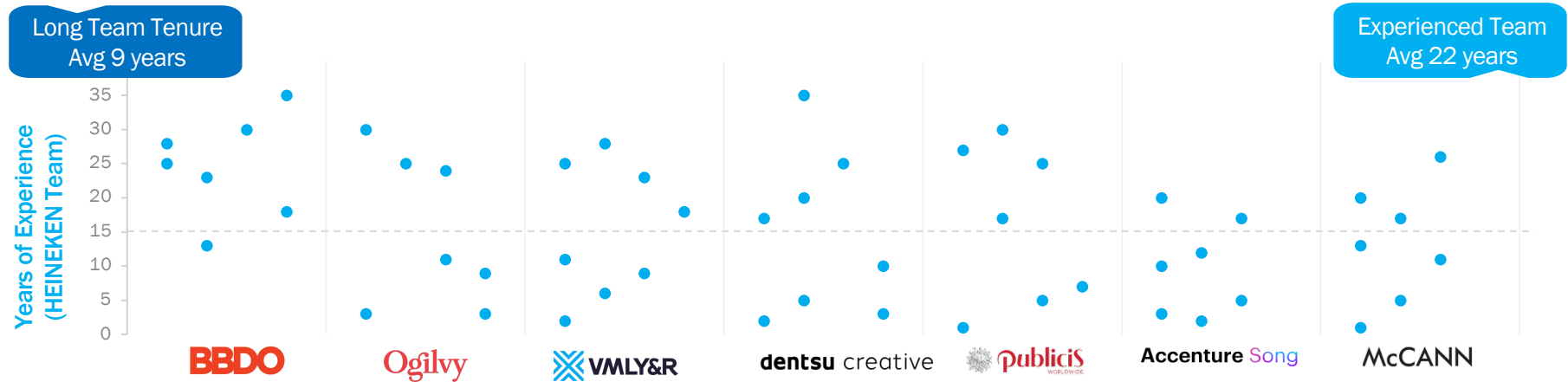


- + Highest team experience (21.5), highest team tenure (17.9 years)
- + 2nd highest Agency structure and experience
- + Longest team tenure 11 years versus average of 9 years
- + Multiple account wins
- + Multiple account wins
- + 2nd highest team experience (24.6 years)
- + Relevant client experience (i.e. Pernod Ricard, Coca-cola)
- Lowest operational health scores, due to slow headcount growth
- + Strong revenue and headcount growth
- Lowest team tenure, below overall average (5.2/9 years)
- 2nd lowest Team experience (21/22)
- + Strong revenue and headcount growth
- Low operational health score, 2nd lowest team tenure (6.5 years)
- + Good team experience and client experience, recently won Pernod Ricard in 2021
- But lowest team experience scores, Team tenure at 6.2 years
- Lowest scores in category, across Operational Health and Relevant Client Experience and Structure
- 2nd lowest in Team experience





Team Tenure & Experience

Agencies provided team with long tenures and wealth of experience

| Rank | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|------------------------------|-------------|---------------|-------------------|------------------------|---|-----------------------|---------------|
| | BBDO | Ogilvy | VMLY&R | dentsu creative | publicis <small>WORLDWIDE</small> | Accenture Song | McCANN |
| Avg Team Tenure in years | 17.9 | 9.8 | 11.2 | 6.7 | 6.5 | 5.2 | 6.2 |
| Avg Team Experience in years | 25.2 | 24.6 | 21.7 | 22.8 | 22.6 | 21.0 | 6.2 |
| Avg no. of years | 21.5 | 17.2 | 16.4 | 14.7 | 14.5 | 13.1 | 11.6 |





Global Footprint & Headcount

| | Global Total | MX | BR | US | FR | UK | IT | VN | ES | NG | AT | PO | NL | SA | SG |
|---|--------------|-----|------|-------|-------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
|  BBDO | 7,300 | 109 | 412 | 925 | 870 | 302 | 94 | No | 227 | No | 65 | 66 | 320 | 110 | 31 |
| McCANN | 17,058 | 244 | 603 | 3188 | 336 | 2051 | 110 | 74 | 575 | 31 | 60 | 95 | 34 | 48 | 115 |
|  Ogilvy | 14,220 | 200 | 500 | 800 | 200 | 400 | 100 | 100 | 250 | 100 | 100 | 150 | 100 | 300 | 400 |
|  Publicis | 12,000 | 300 | 200 | 1,000 | 1,200 | 400 | 300 | 50 | 200 | 50 | 100 | 100 | 100 | 100 | 150 |
|  VMLY&R | 12,620 | 490 | 1031 | 3900 | 200 | 158 | 171 | 165 | 218 | 34 | 44 | 350 | 315 | 261 | 100 |
| Accenture Song | 6,826 | 200 | 200 | 1,000 | 400 | 300 | 100 | 50 | 50 | 50 | 30 | 30 | 200 | 100 | 100 |
| dentsu creative | 9,300 | 198 | 89 | 1344 | 90 | 376 | 246 | 100 | 295 | 72 | 30 | 419 | 100 | 32 | 65 |

* Ogilvy, Publicis and Accenture Headcounts are R3 estimates








Client experience and structure

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|--|
| | McCANN |  Publicis WORLDWIDE | BBDO | Ogilvy |  VMLY&R | Accenture Song | dentsu creative |
| Count of Clients | 3.0% | 3.0% | 1.5% | 2.3% | 3.0% | 2.3% | 2.3% |
| Avg Clients Tenure in Years | 2.3% | 2.3% | 3.0% | 1.5% | 0.8% | 0.8% | 0.8% |
| Relevant Client Experience (Alcohol , Food and Beverage Categories) | 2.3% | 2.3% | 2.3% | 3.0% | 2.3% | 3.0% | 1.5% |
| Average Total Score (Max 10%) | 8.3% | 7.5% | 7.5% | 7.5% | 6.7% | 6.7% | 5.0% |
| | <ul style="list-style-type: none"> + Recently won Pernod Ricard in 2021 + Long client tenure of 24 years | <ul style="list-style-type: none"> + 2nd longest Client tenure of 26 years - Low relevant client count | <ul style="list-style-type: none"> + Good client experience (PepsicCo), longest client tenure (31 years) - Short list of relevant clients | <ul style="list-style-type: none"> + Multiple account wins + Relevant client experience (i.e. Pernod Ricard, Coca-cola) | <ul style="list-style-type: none"> + Multiple account wins, more than 200 (i.e. Coca-cola, Zespri) - Short client tenure (average 5 years) | <ul style="list-style-type: none"> + Good client experience, multiple relevant clients (i.e. Canada Goose, Cola-cola, Brewdog) - But short average client tenure of only 3 years | <ul style="list-style-type: none"> + Relevant client experience (i.e. Coca-cola, Diageo, Boston Beer, Terlato Wines) - Shortest client tenure (average 3.6 years) |

Top 5 Clients

| | AGENCY | TOP 5 CLIENTS | | | | |
|---|--|--|--|--|---|---|
| 1 | BBDO |  AT&T | MARS |  |  Mercedes-Benz |  |
| 2 | McCANN |  mastercard | L'ORÉAL |  |  Reckitt Benckiser |  |
| 3 | Ogilvy |  |  |  Nestlé |  Unilever |  |
| 4 |  publicis WORLDWIDE |  | SAMSUNG | P&G |  STELLANTIS |  TOYOTA |
| 5 |  VMLY&R |  |  | intel. |  Pfizer |  COLGATE-PALMOLIVE |
| 6 | Accenture Song | CHASE  |  |  amazon |  Kimberly-Clark |  |
| 7 | dentsu creative |  AMERICAN EXPRESS |  |  HONDA |  TOYOTA |  |

Top Clients, Wins and Losses

| # | AGENCY | NOTABLE WINS | LOSSES | TOTAL WINS DEC 2021 |
|---|---|--|---|---------------------|
| 1 |  | Mercedes-Benz China, Budweiser, China project, Meta, Boehringer Ingelheim, Shoprunner, The Home Depot, AARP, Stripe Financial Services, Daimler, Qatar Airways, Royal Mail, OBI, Jazztel, VW, Lotus, Sodimac, Walmart, Kerzner International Limited, Adidas, Africell | Dr Oetker Global ex DE, Dunkin', CVS Health, Visa, Bayer, McDonald's, British Telecom, Telefonica, BBK Electronics, Vodafone, Bankinter | 118 |
| 2 |  | Alibaba, Bissell, Buick, Centrum, Egyptian Tourism, Fujifilm, Iberia, Just Eat Takeaway, MG Motor, Museum of the Future, NEOM, Osmo, Pernod Ricard, Qatar Airways, SAS, Seara, The North Face, TikTok, Velocity Global, Walmart | Abbott Labs, Banco de Brasil, Columbia Sportswear, Covered California, Grupo Big, Perrigo, State of Michigan, Suntory Group | 66 |
| 3 |  | Long Bamboo Technology Group China, Wonderme Industrial Group China, The Coca-Cola Company, TD Bank, Sainsbury's, Michelin, Mondelez, Volkswagen, Mondelez, TCS, Enterprise Holdings, Pernod Ricard | Instagram Global, Burger King, International Airlines Group, CFA Institute | 614 |
| 4 |  | Estee Lauder China Project, iGuzzini China Project, Campbell's Soup Company, Etisalat, ENECO, Hyundai, MINI, Nissan Motor Corporation, P&G, Royal Commission of AIUla, Toyota, Walmart | Ricola Europe, Daimler, Samba, Qatar Foundation, Abbott Laboratories, Sanofi | 104 |
| 5 |  | Coca Cola India Project, Lululemon China Project, QSR Stores Malaysia Project, Facebook (Oculus, Portal, Horizon), Microsoft Store, The Coca-Cola Company, Myriad Genetics, Emergent BioSolutions, Sam's Club, Volkswagen, Wendy's, Walgreens, Boots, Intel, BASF, Lidl, Zespri, Kraft Heinz | Napa Auto Parts, TUI, Bayer, Unilever, Furphy Australia | 217 |
| 6 |  | Disney Studios Studio LAB, Vivienne Westwood, NASA, TSA, MANN+HUMMEL, Crelan Bank, Aditya Birla Fashion and Retail Limited | USCIS | 20 |
| 7 |  | Reckitt Benckiser India, Mandom Malaysia Project, Activision, Avianca, Becton Dickinson & Company, Burger King, Cracker Barrel, Department of Health- Australian Government, Dubai Holding, FTX Trading, General Mills, GSK Brands, Gojo Industries, Guangzhou Automobile, Hinge Health, Junlebao Dairy Industry, Lovesac, McCormick, Primo Water, The Clorox Company Brands, Wesfarmers, WW International | ABS Bank, Consorcio Comex, Engie Italia, Individual Learning, United Airlines, Zespri | 198 |

Potential Conflicts



| AGENCY | CLIENTS |
|---|--|
|  | Bacardi, PepsiCo, Diageo, Brown Forman, AB InBev, Asahi/CUB |
|  | N/A |
|  | Ilva Disaronno, Diageo, Molson Coors, Pernod Ricard |
|  | Asahi Group, Aston Manor, Grupo Petropolis, Mahou San Miguel, Thatcher's |
|  | AB InBev, Diageo, Molson Coors, Pernod Ricard, Edrington, Carlsberg |
|  | N/A |
|  | Diageo, Asahi |

Relevant Client Experience

| # | AGENCY | ALCOHOL | FOOD & BEVERAGE |
|---|---|---|---|
| 1 |  | Bacardi, Diageo, AB InBev, Asahi/CUB | Mars Wrigley, PepsiCo |
| 2 |  | Heineken, Pernod Ricard | Coca-Cola, Yum! Brands, Mondelez, Nestlé |
| 3 |  | Pernod Ricard | Coca-Cola, Wendy's, Danone, Lays, general Mills, Lavazza, Zespri International Ltd. |
| 4 |  | Pernod Ricard | Aldi, Birds Eye Iglo Group, Chick-Fil-a, Jollibee Foods, Coca-Cola, Just Eat Takeaway, Nestlé, Schar, Wendy's |
| 5 |  | Heineken | Campbell's Soup Company, McDonald's, Nestlé |
| 6 |  | BrewDog | Coca-Cola, Mission Food, Maille |
| 7 |  | Heineken, Boston Beer, Terlato Wines International, Asahi, Diageo | Coca-Cola, Nestlé, Ferrero, Subway, Capri Sun |

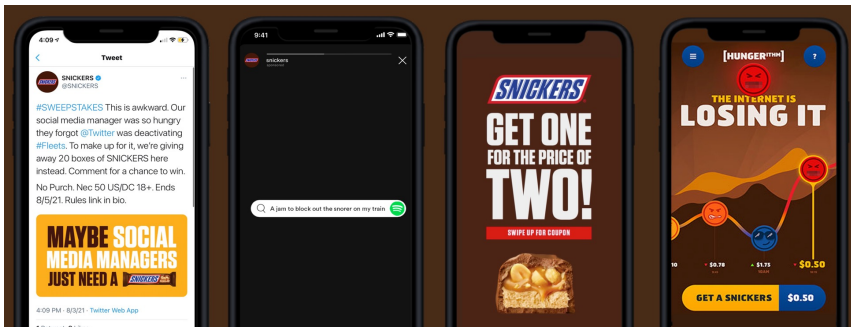
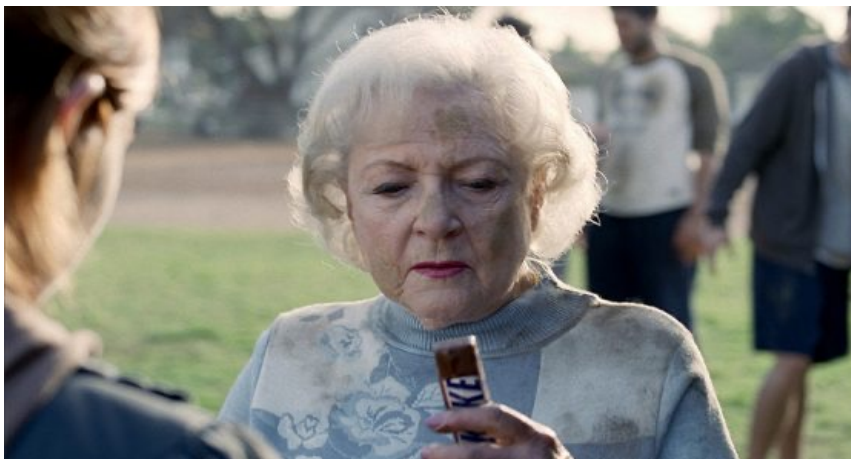
Case Study Scores: Roll Up

| SCORING | | |
|---------|---|-------------|
| <5 | Minimal Detail / Lacks Relevance/ Poor | Weak |
| 5-6.9 | Relevant but lacking in some specific detail/clarity / Overall Satisfactory | Average |
| 7-8.4 | Sufficient Detail/ Relevant / Good | Good |
| 8.5-10 | Robust Detail/ High Relevancy / Excellent | Outstanding |

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|-------------|---------------|------------------------------|---------------|---|---|---------------|
| | BBDO | McCANN | Accenture <i>Song</i> | Ogilvy |  publicis <small>WORLDWIDE</small> |  VMLY&R | dentsu |
| Strategic Thinking, Creative Leadership Building Brands through Impact | 9.4 | 10.0 | 9.4 | 8.8 | 7.5 | 7.5 | 3.8 |
| Seamless Omni-Channel Communication | 8.8 | 6.3 | 8.8 | 5.0 | 7.5 | 7.5 | 2.5 |
| Globally Insightful Work | 10.0 | 10.0 | 6.3 | 9.4 | 6.9 | 6.9 | 5.0 |
| Average Score | 9.4 | 8.8 | 8.1 | 7.7 | 7.3 | 7.3 | 3.8 |
| Weighted Section Score (40%) | 37.5% | 35.0% | 32.5% | 30.8% | 29.2% | 29.2% | 15.0% |

Agency Case Studies and POVs Highlights

BBDO + Snickers: *You're Not You When You're Hungry*



Case Study Score: 37.5%

Highlights

- ✓ Stellar, long-lasting (12 years) insight that is truly universal.
- ✓ Great application across key cultural moments (Super Bowl, Olympics, etc.).
- ✓ Strong application of insight and creative application across various digital channels, especially the personalized Spotify Hunger Spotter, clever "Get One for the Price of Two" banner ads, and the data-driven Hunger-ithm, which led to a 67% sales increase in AU.
- ✓ Strategically connected all the world's good (post 2020) to the brand, which was further amplified by fan engagement.

Watch Outs

- ✗ Strong digital executions, but not the case study did not represent a truly integrated, omni-channel experience.

Agency Case Studies and POVs Highlights

McCann + L'Oreal Paris: *Because You're Worth It*

McCANN



Case Study Score: 35.0%

Highlights

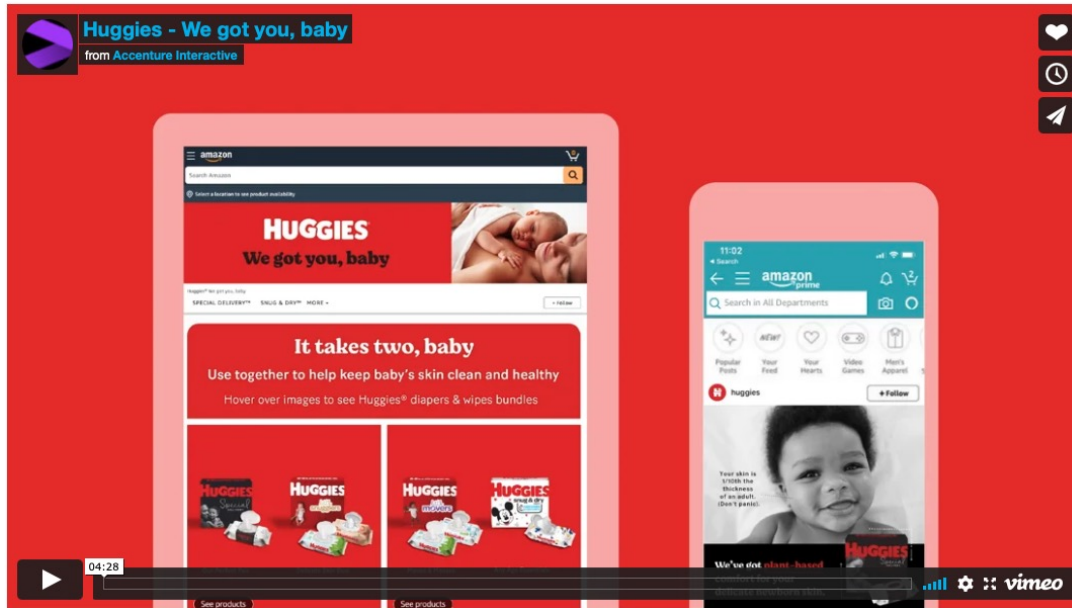
- ✓ Long-term (since 1972) and very successful partnership.
- ✓ Strong business growth (16.1%) over the past year.
- ✓ Helped create and nurture true brand purpose that permeates all of today's work.

Watch Outs

- ✗ Strong claims of digital (OLV/social) performance, but the case study did not showcase how the campaign was brought to life across other channels.

Agency Case Studies and POVs Highlights

Accenture Song + Huggies: We Got You, Baby



Case Study Score: 32.5%

Highlights

- ✓ Total rearticulation of the brand from logo and brand fonts
- ✓ Strong, omni-channel strategy with consistent application across all touchpoints
- ✓ Good use of data-driven email journeys
- ✓ Agile, real-time content creation

Watch Outs

- x While the insight, is globally applicable, the case study did not highlight how it was globally applied.

Agency Case Studies and POVs Highlights

Ogilvy + Unilever/Dove: *Reverse Selfie*

Ogilvy



Retouching her face also crops her confidence.

This is a representation of how far retouching apps can distort beauty. Harmful and readily available, 80% of girls are already using them by the age of 13. It's no wonder their perception of beauty and their self-esteem are so distorted. Help reverse the damage. Download our new Social Media Confidence Kit. Dove.com/confidence



Let's **Change** Beauty 

Case Study Score: 30.8%

Highlights

- ✓ Great insights made for great executions, which led to great results.
- ✓ Long term and very successful partnership; clearly been impactful in growing the brand.

Watch Outs

- ✗ Lacked any sense of digital excellence or omnichannel strategy.
- ✗ Case Study was a little too high level; would have preferred to see more of the details of all the ways the campaign has been brought to life.

Agency Case Studies and POVs Highlights

Publicis + Diesel: *Enjoy Challenging Conformity*



Case Study Score: 29.2%

Highlights

- ✓ Unconventional tactics helped drive creative breakthroughs
- ✓ Not quite Omnichannel per se, but activations spanned everything from product innovations to unique collaborations, loyalty programs, experiential stunts and more.
- ✓ Took pride in losing followers due to its public support of Pride).

Watch Outs

- x The “data-driven” insight was a bit muddy. It felt more like post-creative idea rationalization.

Agency Case Studies and POVs Highlights

VMLY&R Case Study

"A radical shift from a product-obsessed company to a people-obsessed one. The breakthrough moment uncovered that "optimism is more than a feeling... it is actually a choice that empowers us to take action"."

Colgate

A Globally Scalable Idea That Engages Consumers at the Speed of Culture Locally

Click here to watch | Europe

We supported all those who were smiling against the odds with the 'I smile' campaign. (Video password smile2022)

Click here to watch | Africa & Eurasia

We championed those who act out of optimism and bring smiles to others in the Smile Stories' campaign. (Video password smile2022)

Click here to watch | UK and France

We have shown that 'Smiles Always Find a Way' (Video password smile2022)

Client/Brand:
Colgate Palmolive
Company Category:
Manufactured Goods
Transformation

Responsible Office:
2 Centre of Excellence
VMLY&R New York, Kansas
City, Paris, Hong Kong,
Mumbai

Key Markets:
200+ Markets Across
North America, LATAM,
Europe, AHEC and APAC

France

We challenged the perception that wrinkles are a bad thing saying that they are a sign 'A Lifetime of Smiles'

Keeping Wendy's Fresh Goes Way Beyond the Beef

Wendy's Social Media

The Client is the highlight of each day and we've seen where Wendy's needs to go to reach their target audience. We've helped them to create a social media strategy to engage a trending space on social media to drive their brand.

Wendy's for Carter

Wendy's helped Carter's (a.k.a. Wendy's) promote their new campaign 'I smile' by getting the word out through social media. Wendy's helped them to create a social media strategy to engage a trending space on social media to drive their brand.

We Barfed!

Wendy's launched a new social media campaign on Twitter in 2021 based on a brand that is known for its humor and wit. Wendy's helped them to create a social media strategy to engage a trending space on social media to drive their brand.

Raising Follies First

We helped Wendy's launch their first social media campaign in 2021 based on a brand that is known for its humor and wit. Wendy's helped them to create a social media strategy to engage a trending space on social media to drive their brand.

Localizing in the US

We helped Wendy's launch their first social media campaign in 2021 based on a brand that is known for its humor and wit. Wendy's helped them to create a social media strategy to engage a trending space on social media to drive their brand.

Feast of Legends

We helped Wendy's launch their first social media campaign in 2021 based on a brand that is known for its humor and wit. Wendy's helped them to create a social media strategy to engage a trending space on social media to drive their brand.

Client Brand:
Wendy's

Responsible Office:
2 Centre of Excellence
VMLY&R New York, Kansas
City, Paris, Hong Kong,
Mumbai

Key Markets:
200+ Markets Across
North America, LATAM,
Europe, AHEC and APAC

Case Study Score: 29.2%

Highlights

- ✓ VMLY&R's Culture Studio(™) for global insight that can be scaled, ability to leverage partnerships with industry experts, optimism guru, Matt Pepper.
- ✓ Internal workshops engagement of bringing together stakeholders from around the world with the central, global and local teams to align on strategy
- ✓ Ability to scale strategy across the global, with subtle nuances for market relevance for brand consistency - "Global as Possible, Local as Necessary"

Watch Outs

- ✗ Traditional execution but has shown ability to execute creatively; Wendy's campaign has a much more innovative digital approach. In frozen world in video games, partnership with Google search, community management chats for deeper consumer experiences

Agency Case Studies and POVs Highlights

Dentsu Creative + Coca-Cola: *Real Magic*

dentsu creative



Case Study Score: 15.0%

Highlights

- ✓ Large scale execution across 90+ markets

Watch Outs

- ✗ Limited to Christmas (both the time period and those that celebrate the holiday and its traditions); not as globally applicable as other cases
- ✗ Earned social mentions are not the same as a thoughtful social engagement strategy
- ✗ No omnichannel (or any significant digital) components

POV Scores: Roll Up

Incumbent agencies Dentsu and Publicis shows understanding of HEINEKEN business

| SCORING | | |
|---------|---|-------------|
| <5 | Minimal Detail / Lacks Relevance/ Poor | Weak |
| 5-6.9 | Relevant but lacking in some specific detail/clarity / Overall Satisfactory | Average |
| 7-8.4 | Sufficient Detail/ Relevant / Good | Good |
| 8.5-10 | Robust Detail/ High Relevancy / Excellent | Outstanding |



dentsu **BBDO**  **publicis** WORLDWIDE **Ogilvy** **McCANN**  **VMLY&R** **Accenture** **Song**

| | | | | | | | |
|-----------------------------------|-----|-----|-----|-----|-----|-----|-----|
| Brand Development and Stewardship | 9.4 | 8.1 | 8.1 | 7.5 | 6.9 | 8.1 | 5.0 |
| Ways of Working and Partnerships | 9.4 | 8.1 | 8.1 | 8.1 | 7.5 | 6.3 | 5.0 |
| Average Score | 9.4 | 8.1 | 8.1 | 7.8 | 7.2 | 7.2 | 5.0 |

| | | | | | | | |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| Weighted Section Score (30%) | 28.1% | 24.4% | 24.4% | 23.4% | 21.6% | 21.6% | 15.0% |
|-------------------------------------|-------|-------|-------|-------|-------|-------|-------|

Agency Case Studies and POVs Highlights

Denstu Creative POV

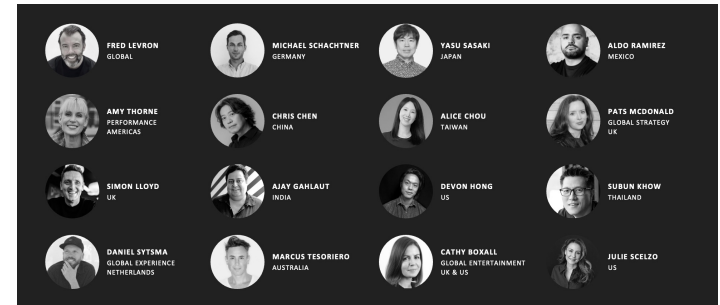
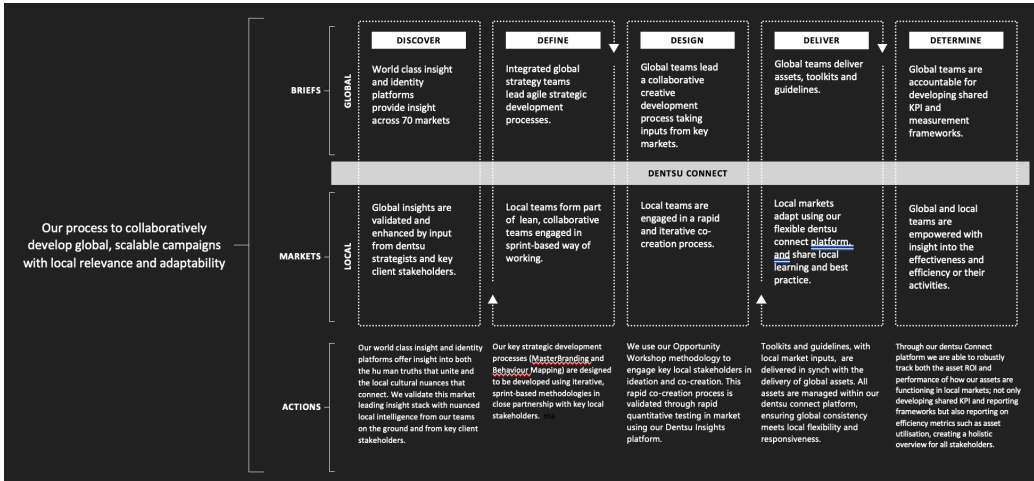
dentsu creative

“Dentsu’s approach to **Modern Creativity** creates ideas that are big enough to live anywhere, bold enough to carve new executive territory, rich enough to connect personally with millions. Modern Creativity creates culture, changes behaviour, invents the future. To do so, it is rooted both in the power human truths that connect us around the world - in big, organising strategic ideas - and in the vital local understanding of customer pain points and cultural tensions that will help us drive true local relevance and meaning.”

POV Score: 28.1%

Highlights

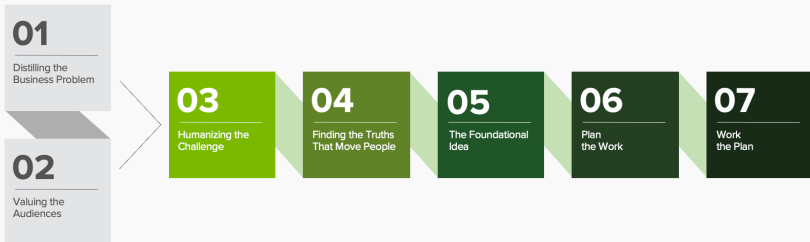
- ✓ Working teams to include Experience, Earned, & Entertainment specialists.
- ✓ Creative Council and Modern Creativity Scale can be pivotal in driving great globally-applicable work.
- ✓ Strong use of technology & data to bring global and local insights to light.



Agency Case Studies and POVs Highlights

BBDO POV

*“We believe in the power of universal human insights, enhanced by local cultural understanding. Our global strategic planning process, **BBDO Works**, is designed to help us understand individuals and their similarities, differences and deep motivations to take action. Using this process, we can uncover globally resonant Foundational Ideas for Heineken’s brands that can flex to drive cultural relevance and business impact on a global scale.”*



Underpinned by Omni Data Platform and Q Predictive Cultural Insights

POV Score: 24.4%

Highlights

- ✓ Strong structured approach to developing global ideas that are locally relevant - including the WorkOut process, which puts theory into actual practice.

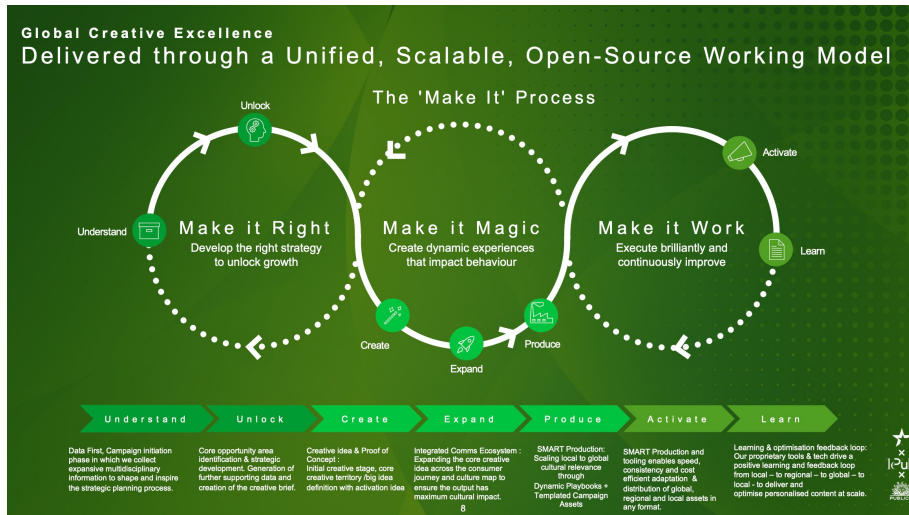
Agency Case Studies and POVs Highlights

Publicis POV



“Getting through to consumers on our terms becomes increasingly difficult. Not only are we losing ownership of our brands, but we are also grappling with people who stop listening to us. The only way for brands to lead moving forward is to enrich people’s lives, so that they decide that they want us there.

This is the Ambition of Creative Excellence.”



POV Score: 24.4%

Highlights

- ✓ Data-Centric Approach to Creative Excellence.
- ✓ Data & Culture Lab operates as hub and spoke model staffed with a multi-lingual international team
- ✓ Strong POV on ways of working to capitalize on Local to Global & Global to Local nuances
- ✓ Strong Transcreation network

Watch Outs

- x Why hasn't this model been leveraged previously? What was the barrier to implementation?

Agency Case Studies and POVs Highlights

Ogilvy POV

“We believe creativity and innovation are a powerful competitive advantage and the fastest route to sustainable brand growth. At Ogilvy, this is realised by unlocking the power of **Borderless Creativity** - operating, innovating, and creating ideas at the intersection of talent, geographies and capabilities.”

POV

How do we do it?

- 1 Our global mindset**
The hubs are home to multilingual, multinational teams with vast local and global planning experience.
- 2 World class specialist expertise**
With our leadership, investment, analytics, research and digital expertise already **centralised**, we help clients to address truly global challenges and deliver transformational solutions.
- 3 Best-in-class work can come**
From anywhere in the Network. Sharing and collaborating as a single team is vital and never stops. It helps to raise the bar for every hub and market globally.
- 4 Collaboration with platforms**
As part of WPP, the biggest spender with all key platforms including Google, LinkedIn, Facebook, Twitter and Amazon, we can co-create bespoke client solutions on a global scale and drive innovation. Ogilvy are also Adobe, Microsoft and Salesforce Platinum Partners.
- 5 One connected team, many markets**
Our teams across 88 markets use one consistent Operating System and planning approach. These tools in combination with Teams enable us to streamline communication and disseminate insights, best practice and big ideas at speed.

POV Study Score: 23.4%

Highlights

- ✓ Highlighted a number of proprietary tools leveraged to understand consumers and mine for insights.
- ✓ Clear articulation of what capabilities (copywriters & sound studios) are NOT inhouse with strong rationale for why.
- ✓ Leverages a “cultural check-in” process called Native Insight to provide reports on local adaptability.

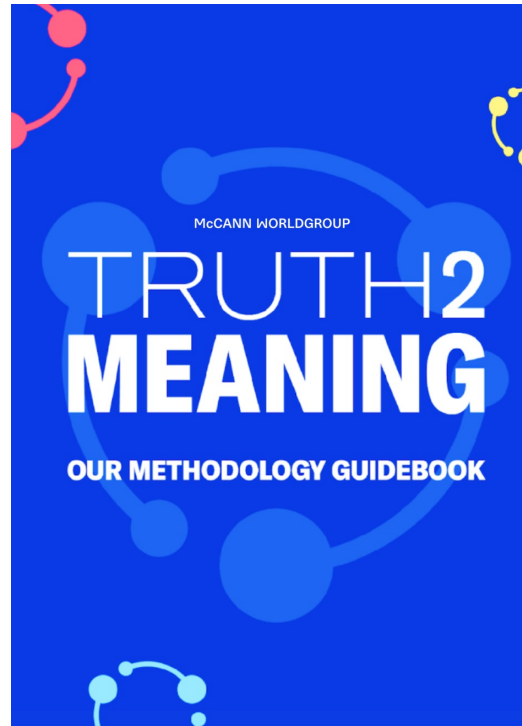
Watch Outs

- x Not a lot of specificity of tools or process.

Agency Case Studies and POVs Highlights

McCann POV

*In addition to setting the right model, we have a singular operating system across our global organization that drives our process – **Truth 2 Meaning (T2M)**. We fundamentally believe that strong collaboration and communication throughout the strategic process is critical to unearthing opportunities for growth. This system is designed to unearth powerful truths and deliver holistic strategies that define a meaningful role (your North Star), informing marketing decisions across the consumer journey. It's an ever-evolving operating system and toolkit that provides our people with access to the very best data resources, tools, and processes across the globe.*



POV Score: 21.6%

Highlights

- ✓ Offers a variety of Global Models based on their various Global Clients' needs.
- ✓ Ensures consistency in internal ways of working globally (everyone speaks the same process language).
- ✓ Strong production hubs and agile transcreation

Watch Outs

- x Lacking detail into the specific ways of working

Agency Case Studies and POVs Highlights

VMLY&R POV

“Creative excellence requires a common language and understanding. We believe creative excellence is connected (emotionally, experientially, culturally), groundbreaking, exceptional, purposeful and effective.

Creativity isn’t an end result, but a way of working that unlocks new possibilities at every step. We surround our creative teams with proprietary tools and processes such as Strategic Studios and Connections that gather insights globally and locally, define brands globally, and activate them with local market impact.”

Our Point of View

| YOU ASKED: | WE ANSWERED: |
|---|--|
| <p>1 How to deliver creative excellence and cultural relevance while also ensuring the campaign and big idea can scale without compromising creative consistency</p> | <p>Creative excellence requires a common language and understanding. We believe creative excellence is connected (emotionally, experientially, culturally), groundbreaking, exceptional, purposeful and effective. We have a common scorecard that is consistent throughout our teams globally.</p> |
| <p>2 What are your ways of working when campaigns need to be adapted globally? Eg. how do you garner local market insights? Check cultural sensitivities? Do you provide a toolkit for adaptation? Are markets allowed to input into the toolkit before its finalised? Any other kind of assistance?</p> | <p>Creativity isn't an end result, but a way of working that unlocks new possibilities at every step. We surround our creative teams with proprietary tools and processes such as Strategic Studios and Connections that gather insights globally and locally, define brands globally, and activate them with local market impact.</p> |
| <p>3 Do you have an existing partnership network that you rely on for global transcreation? Which regions/cities are these partners based in?</p> | <p>We understand you need an agile partner to execute with efficiency. Hogarth – our global production and transcreation team with 56 offices globally and more than 120 languages – approaches production and transcreation holistically. We employ teams of creators, writers, producers, and editors who quickly capture and produce the right content. These talented individuals are equipped to handle your breadth of production needs – everything from broadcast production to product shots to full transcreation.</p> |

POV Score: 21.6%

Highlights

- ✓
Insight driven approach for globally relevant and culturally significant work with Strategic Studios and Connections that gather insights to define brands globally, and activate them with local market impact.

Watch Outs

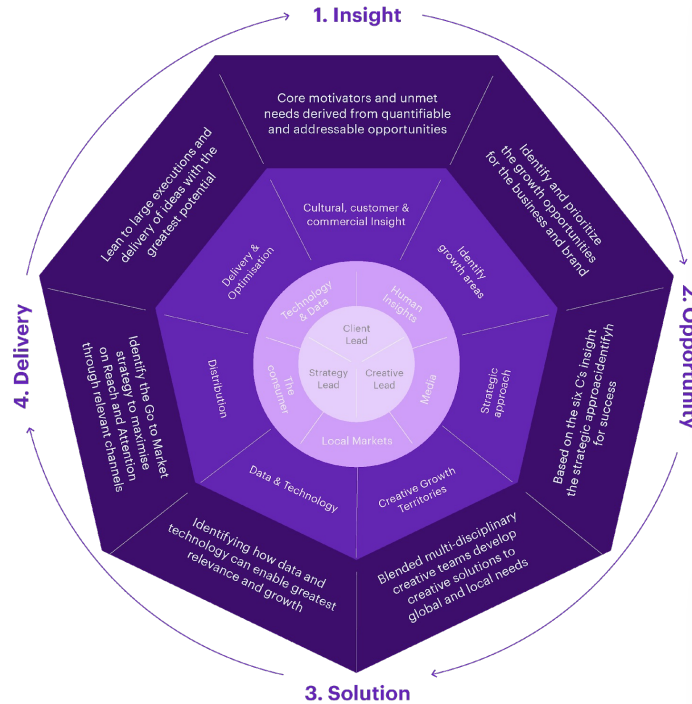
- ✗
Theoretical. Not a lot of specificity on global-local orchestration, except for partnership on transcreation (with Hogarth), although WoW is demonstrated well with key internal meetings in Case Studies

Agency Case Studies and POVs Highlights

Accenture Song POV

Consistent creative excellence and cultural relevance in today's world demands a different operating model. We place great emphasis on working with our clients to make sure core structures, teams and processes close the gaps of the time-consuming and baton-passing systems and relationships of old.

In our drive to work in service of a digitally-dependent world, to always create ideas and content that works lockstep with how consumers now live their lives, we work from a proven 4-step process: 1. Insight, 2. Opportunity, 3. Solution, 4. Delivery.



POV Score: 15.0%

Highlights

- ✓ Process includes mining 6 perspectives – Culture, Consumer, Category, Company, Citizenship, & Connections – to drive relevant insights.
- ✓ Large interconnected global production network

Watch Outs

- x Very generic descriptions of their ways of working; did not offer any differentiating competitive factor.








DE&I Ratios

| SCORING | |
|---------|-------------|
| <5 | Weak |
| 5-6.9 | Average |
| 7-8.4 | Good |
| 8.5-10 | Outstanding |

| AGENCY | PARTNERSHIPS | TEAM RESPONSIBLE FOR DEI | % Female | Scores |
|--|---|--|----------|--------|
| McCANN | 4A's Multicultural Advertising Intern Program (MAIP), Local black owned businesses, AdColor, American Advertising Federation | McCann Global Diversity, Equity and Inclusion | 55.0% | 8.8 |
|  Publicis WORLDWIDE | Multicultural Talent Pipeline, 4A's Multicultural Advertising Intern Program (MAIP), Most Promising Multicultural Students Program (MPMS), Broad-Based Black Economic Empowerment, VivaWomen!, Egalite (LGBTQ+), Alliance in inclusive Multicultural Marketing (AIMM) | Publicis Groupe's Secretary general, Anne-Gabrielle Heilbronner, and Publicis Management Board | 51.5% | 8.1 |
| BBDO | Open 2.0, Asian Leaders Circle, OPEN Pride, Black Together, Omniwomen, AcentO, OPEN Disability, 4A's Multicultural Advertising Intern Program (MAIP), AAF Mosaic Center, AAF Most Promising Multicultural Students, AdColor, The Brotherhood/Sister Sol | Omnicom Diversity, Equity & Inclusion | 48.0% | 7.5 |
|  VMLY&R | NextGen Leaders, LARGRANT Foundation, The One Club for Creativity, RARE Recruitment, Brixton Finishing School, Numerous HBCUs, McKinsey Leadership Programme, Unstereotype Alliance | Global Inclusion Council, Chief People Officer and individual teams per location | 48.0% | 7.5 |
| dentsu creative | The Female Quotient, Girls Who Code, AdColor, Most Promising Multicultural Students, 4A's Multicultural Advertising Intern Program (MAIP), One School, AD Club, Ship & Action | Inclusion & Diversity Councils (Americas, EMEA, APAC) | 47.0% | 5 |
| Ogilvy | N/A | Ogilvy Global Diversity, Equity & Inclusion | | 5 |
| Accenture Song | N/A | Accenture Diversity, Equity & Inclusion | | 5 |





Transition

| SCORING | | |
|---------|---|-------------|
| <5 | Minimal Detail / Lacks Relevance/ Poor | Weak |
| 5-6.9 | Relevant but lacking in some specific detail/clarity / Overall Satisfactory | Average |
| 7-8.4 | Sufficient Detail/ Relevant / Good | Good |
| 8.5-10 | Robust Detail/ High Relevancy / Excellent | Outstanding |

| AGENCY | Score | KEY HIGHLIGHTS | CONSIDERATIONS |
|---|-------|---|--|
|  | 8.8 | <ul style="list-style-type: none"> Proven success with international brands like Visa, Ford, Bayer Structured process across 7 main pillars Dedicated global and local transition leaders Tools for transition, monitoring and tracking Clear goals and output | - |
|  | 8.8 | <ul style="list-style-type: none"> Proven results on Mondelez: 90-day Transition Plan to transition 30 brands over 45 markets across the globe and in conjunction with additional agency partners within the MDLZ IAT. Clear 8 step plan for transition 5 tried and true principles to minimize disruption, create structured process and trust | - |
|  | 8.1 | <ul style="list-style-type: none"> Sanofi case study: Within 90 days, Core team set up within 4 weeks, Top 10 markets set up within 8 weeks with central governance across four consumer groups, More than 600 clients and agency team members trained on the new process in more than 30 markets 2 teams: Ready-to-go Team and Transition Team running in parallel | <ul style="list-style-type: none"> No monitoring, tracking or measurement framework detailed Absence of tooling and automation support plans |
|  | 7.5 | <ul style="list-style-type: none"> Proven success with international brands, GM, Verizon, Microsoft, J&J Thorough and structure process, takes into consideration tooling, asset transition, flex staffing plan needs, immersion workshops and change management plans | <ul style="list-style-type: none"> Lacks statistical data to support examples Linear process, needs to take into consideration complexity of HEINEKEN brands and markets |
|  | 7.5 | <ul style="list-style-type: none"> Proven success with Nivea case study, set up of dedicated bespoke agency "One Touch" including staffing of over 150 roles for 9 regional hub teams and 6 adaptation hubs that support across 179 markets globally in 6 weeks, detailed scope and tracked milestones Promises zero disruption to business, 100% transition in 90 days or less | <ul style="list-style-type: none"> Transition experience of 1-9 brands, unsure of capabilities to run multiple brands concurrently |
|  | 6.3 | <ul style="list-style-type: none"> 5-month time frame to transition, implementing a phased roll out across 5-waves. Clear roles and responsibilities Accounts for agile sprints / delivery model | <ul style="list-style-type: none"> Very little detail provided for the process |
|  | 3.8 | <ul style="list-style-type: none"> Best-in-class transition process was co-written with PwC Operationalise using proprietary Transition Toolkit, to manage transition risk, consistency and quality Global and Local Transition Leads & transformation experts are embedded into global and local level operations teams, to maintain the critical connection Provided example with Amex - American Express: Transitioned to over 50 markets. Priority markets and teams were transitioned within 3 months, with the remainder following within the next 9 months. | <ul style="list-style-type: none"> Very little detail provided for the process Risk being more theoretical than executional Learning on success with transitioning Heineken's media using the same approach and process |

Sustainability

| SCORING | | |
|---------|---|-------------|
| <5 | Minimal Detail / Lacks Relevance/ Poor | Weak |
| 5-6.9 | Relevant but lacking in some specific detail/clarity / Overall Satisfactory | Average |
| 7-8.4 | Sufficient Detail/ Relevant / Good | Good |
| 8.5-10 | Robust Detail/ High Relevancy / Excellent | Outstanding |

| AGENCY | Score | KEY HIGHLIGHTS | CONSIDERATIONS |
|---|-------|--|---|
|  | 7.5 | <ul style="list-style-type: none"> Details plan for partnership with HEINEKEN across People, Community, Environment, Governance Robust tracking and measurement | - |
| McCANN | 7.5 | <ul style="list-style-type: none"> Accreditation and active partnerships with sustainability partners, Green the Bid, Green Production Guide, AdGreen Detailed sustainability plans for production Considers emerging tools | <ul style="list-style-type: none"> Did not demonstrate thinking around business sustainability beyond production/environmental |
|  | 7.5 | <ul style="list-style-type: none"> 'Impact Architects' designs impact strategy | <ul style="list-style-type: none"> Methodological and complex framework but risks being more theoretical than executional Appears to be more brand reputation management than actual sustainability activations |
|  | 6.9 | <ul style="list-style-type: none"> Contribute to the global efforts around the 17 United Nations Sustainable Development Goals (UN SDGs) | <ul style="list-style-type: none"> No example of partnership with clients |
| dentsu creative | 5.0 | <ul style="list-style-type: none"> Client-focussed sustainability efforts are driven by dentsu Good: an integrated solution dedicated to delivering Growth through Good with their clients for a world that is kinder and more sustainable | <ul style="list-style-type: none"> No examples of results driven from these sort of partnerships |
| Accenture Song | 5.0 | <ul style="list-style-type: none"> Design thinking around People, Planet and Business Detailed evaluation model, impact reporting, experience with driving range of possible outcomes, and best practice guidelines Experience working with multiple brands | <ul style="list-style-type: none"> Lacks tracked statistical results to support examples |
|  | 2.5 | - | <ul style="list-style-type: none"> Shared WPP sustainability plans, no example of partnership with clients |



5

R3 POV and Discussion

Agency Discussion



Best Fit Agencies

BBDO McCANN  **Publicis**
WORLDWIDE



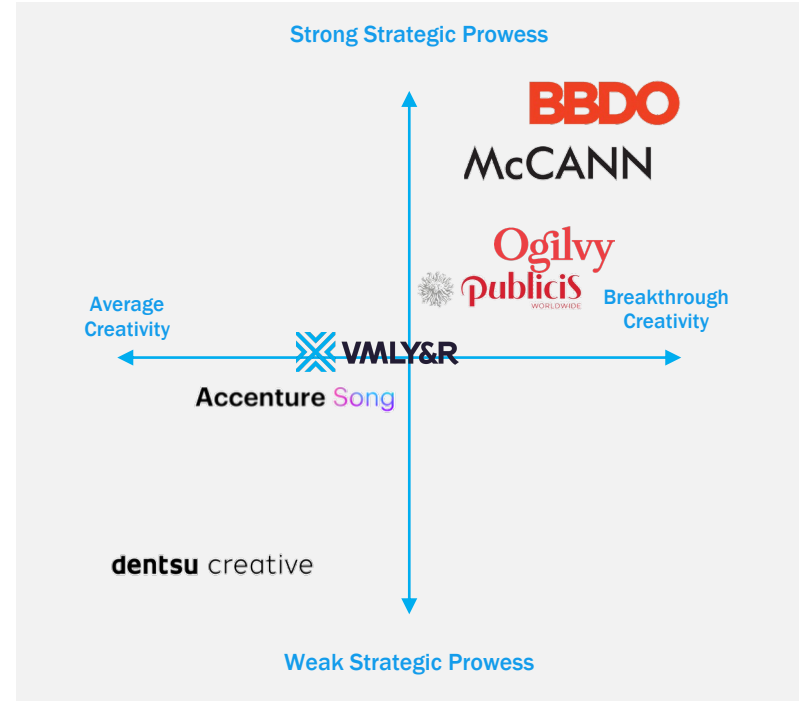
To Consider

Ogilvy  **VMLY&R**

















Dark Horse

Accenture **Song**



Suggested Follow-ups

| AGENCY | SCORE | SUGGESTED FOLLOW-UPS | COMMON QUESTIONS |
|---|--|--|--|
|  |  | <ul style="list-style-type: none"> Currently >1.4Mil Euro spends with BBDO across NSA, Europe, APAC for creative and digital Provide thorough and detailed response How would they propose to provide support for key markets they currently do not have presence in, VN and NG? Ensuring that "BBDO Works" are applicable to these markets. | |
|  |  | <ul style="list-style-type: none"> Currently >1.4Mil Euro spends with McCann in Europe, across Creative and mainly Digital Production No surprise they came up as runner-up with the current large spends, however, they could have provided more specificity in the (improved) ways of working with Heineken | |
|  |  | <ul style="list-style-type: none"> Despite 22MIL relation with HEINEKEN, Publicis did not emerge on top Good effort in response. It appears that the gap is not "having a seat at the table of culture" for Creative Excellence, they have also provided very detailed and thorough response to how Le Pub can close the gap Only gap is in short Team Tenure, how will they ensure dedicated talent, leadership and retention to support Heineken? | <ul style="list-style-type: none"> How would they enhance their current working relationship, manage multiple brands and markets and unlock "Borderless Creativity" and innovation? |
|  |  | <ul style="list-style-type: none"> POV could have provided tailored response based on current working relationship with HEINEKEN, instead they provided a standard agency response Would like to see if and/or how they applied current knowledge of HEINEKEN into the proposal, seeing that case studies and POV have average scores despite current handling of HEINEKEN's digital production. Especially around data mining and providing more specificity in tools/automation | <ul style="list-style-type: none"> What in their opinion are HEINEKEN's opportunities in the Alcohol and NoLo space? Especially as it pivots into Consumer Demand Spaces? What are the current challenges hindering HEINEKEN? Please provide response tailored to HEINEKEN. These should be worked into RFP response if shortlisted. |
|  |  | <ul style="list-style-type: none"> Strong response despite low involvement with Heineken. Potential to be a good challenger to HEINEKEN if given more understanding of business Provide sustainability plans crafted for Heineken, and/or actual results from partnership with other brands | |
|  |  | <ul style="list-style-type: none"> Weakest POV, theoretical responses, lowest headcount and did not disclose headcount by markets despite stating presence in all key markets. How can they prove / assure that they are able to execute for HEINEKEN? And they have the capabilities to handle the scale, number of brands and markets? | |
|  |  | <ul style="list-style-type: none"> Proven knowledge of HEINEKEN and tailored response with highest POV score, with "Modern Creativity" approach and involvement of Creative Council Only gap is in short Team Tenure, how will they ensure dedicated talent, leadership and retention to support Heineken? | |



6

Next Steps and Alignment on Chemistry Meetings

Chemistry Meeting Schedule – Creative AOR

- Wed (6/22) 9am-1pm CET – 4 Agencies
- Thursday (6/23) 9am -12noon CET – 3 Agencies
- Option to drop if RFI submissions are unsatisfactory




- Venue:

The HEINEKEN Cabana

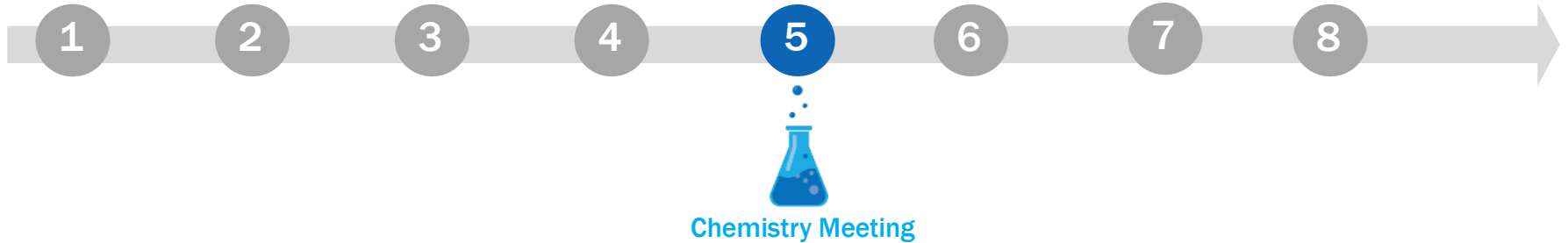
Cannes Lions International Festival
 Palais des Festivals et des Congrès de Cannes
 La Croisette CS 30051
 06414 Cannes Cedex
Closest airport, Nice Côte d'Azur International Airport
Nearest Station, Nice St. Augustin

| Time | Wednesday 6/22 | Thursday 6/23 |
|--------------|---|--|
| 9 - 9.50am |  | dentsu creative |
| 10 - 10.50am |  |  |
| 11 - 11.50am | Accenture  | *Incumbent  |
| 12 - 12.50pm | McCANN | |

Chemistry Meeting Agenda for Agencies

| | Agenda | Time |
|---|---|------------------|
|  | <p>HEINEKEN Team Introductions: The HEINEKEN Team will quickly introduce themselves and then hand it over to your team.</p> | <p>5</p> |
|  | <p>Agency Introductions: Attendees should be representative of the actual team who will be assigned to the account should your agency win the assignment, as submitted in the RFI. Be sure to highlight Account, Strategy, and most importantly, your Creative Team.</p> <hr/> <p>Agency Topline: Highlight your Agency's strengths with this area:</p> <ul style="list-style-type: none"> - Agency's capabilities & unique offerings - DE&I status and vision <hr/> <p>Why Your Agency: In the RFI and subsequent Chemistry Session Briefing Pack, HEINEKEN outlined their current marketing challenges and what is required from their creative AOR partner. Please be prepared to BRIEFLY present your proposed:</p> <ul style="list-style-type: none"> - Strategic approach for elevating the creativity of HKN's global and local brands - Ambition for elevating HKN's digital game across their portfolio - Serving model – the blueprint for how you would work with global and local teams to meet their various needs <p>*Please note: All agency presentations will be strictly limited to 30 minutes to ensure appropriate time is left available for a Q&A Discussion.</p> | <p>30</p> |
|  | <p>Open Discussion: The remaining 15 minutes will be reserved for a Q&A discussion. This is not only HEINEKEN's opportunity to better get to know each agency, but this time should also be used by the agency to also ask any initial clarifying questions Heineken's marketing challenges.</p> | <p>15</p> |

Chemistry Meeting House Rules - HEINEKEN



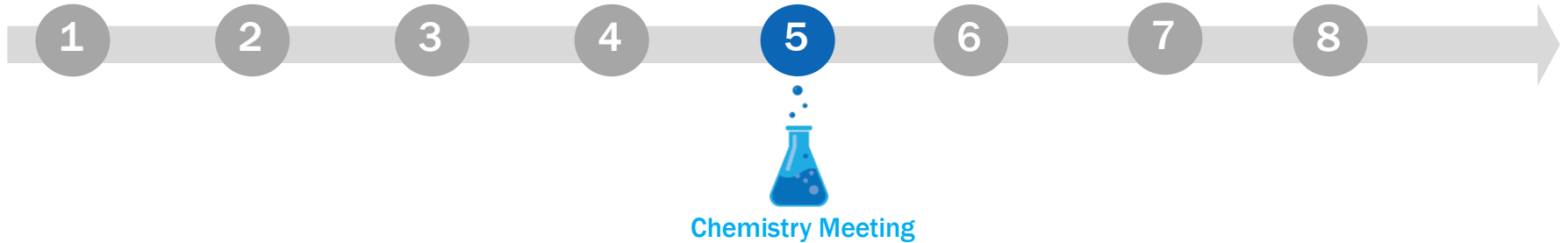
HEINEKEN's Role

- The RFI analysis was purely based on their submission of past work
- We need to get a **sense of the real agency**, not just based on submissions and key contacts.
- Make it an **interactive session** - pose lots of questions to the Agencies
- This is not strictly on performance but also on their **chemistry and ability to communicate**
- **Probe on the case studies** presented
- You can **ask questions to specific individuals**
- Observe how they **communicate as a team and as individuals**
- Find out more about their **experience, set-up, team structure, key roles**
- Most importantly, have a sense of whether they have a **passion for our business**, and if they are able to effectively engage and communicate with you
- **Score as you go along, but feel free to calibrate later. Please duplicate tab and label with your name.**

R3's Role

- **An info kit and score sheet** will be distributed to all attendees before the sessions
- Live scoresheet will be emailed and also placed on the **HEINEKEN's SharePoint drive.**
- R3 will keep time to ensure you get the most out of each agency
- R3 will receive, review and tabulate scores immediately after each meetings

Chemistry Meeting House Rules - Agency



Agency's Role

Robustness of Strategic Response

- Demonstration of agency's thought process and strategic thinking
- Response will need to be based on robust rationale and data-backed insights
- Integrated thinking and media neutral ideas
- Solutions have to be innovative yet implementable
- Method of conducting the workshop, focusing on how agency garners and responds to the Pitch Challenge
- Open dialogue and interaction with the clients is encouraged.

Team Suitability & Dynamics

- Core team to lead the presentation and Q&A session
- Every individual should have a clear role
- Ensure that there is ownership of ideas & involvement of every team member
- Suitability of the ways of working with HEINEKEN
- Interaction amongst the team members, and with HEINEKEN

Live Chemistry Score Card



**Agency
Presentation
30%**

- Presented a clear and compelling agency proposition and offering.
- Asked insightful questions about the Brand and/or Assignment that revealed strong strategic thinking.
- Expressed a clear understanding of the Alcohol / NoLo category and HEINEKEN's Objectives.



**Collaboration
30%**

- Engaged and communicated well with Heineken and was a good cultural match. Presented a strong collaborative spirit and philosophy.
- Team members demonstrated healthy dynamics and competency without over reliance on any particular individual.
- Demonstrated eagerness for the business and a commitment of resources.
- Demonstrated an agile and nimble way of working



**Chemistry
40%**

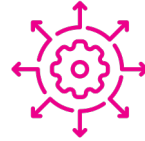
- I can't wait to see what they'll come up with.
- Their passion and excitement about the category and HEINEKEN is obvious and contagious.
- I really want to work with these people- I genuinely like them

What you need to look out for



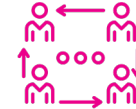
Agency Credentials

- Don't look for the right answer or the "Winning" idea, evaluate how they think
- Is their response strategic rather than tactical?
- Is their perspective backed by robust insights and data?



Collaboration and Ways of working

- Does their serving model meet your need?
- Have they casted a Core team with relevant skills and experience?



Team Suitability & Dynamics

- Do they come across as an integrated team?
- Is there over-reliance on one person?
- Do they have the right cultural fit with Heineken?
- How do they respond when challenged?
- Do they pose questions?

Live Chemistry Score Card

Heineken Creative AOR Chemistry Meeting Scorecard - R3.xlsx

| | | VMLY&R | | BBDO | |
|--|-------------|-----------|----------|-----------|----------|
| | | SCORE | COMMENTS | SCORE | COMMENTS |
| AGENCY & PRESENTATION | | 1 to 10 | | 1 to 10 | |
| Presented a clear and compelling agency proposition and offering | 30% | | | | |
| Expressed a clear understanding of the Alcohol / NoLo category and Heineken's Objectives. | | | | | |
| Demonstrated innovative strategic consideration (Original , out of the box thinking and problem solving approach) | | | | | |
| Exhibited original creative consideration, connected to cultural momentum and shifts, thinking of consumer centric E2E experience vs traditional Advertising mindset | | | | | |
| Demonstrated a clear understanding of Futurist Mentality / Digital first environment (how to remain competitive within an insurgent environment) | | | | | |
| Answered and asked insightful questions about the Brand and/or Assignment that revealed strong strategic thinking | | | | | |
| | | 0 | | 0 | |
| COLLABORATION | | 1 to 10 | | 1 to 10 | |
| Engaged and communicated well with Heineken and was a good cultural match. Presented a strong collaborative spirit and philosophy. | 30% | | | | |
| Team members demonstrated healthy dynamics and competency without over reliance on any particular individual. | | | | | |
| Demonstrated eagerness for the business and appropriate commitment of experienced resources. | | | | | |
| Demonstrated an agile and nimble way of working, a symbiotic and complementary approach with our team and process (both operational and creative) | | | | | |
| | | 0 | | 0 | |
| CHEMISTRY | | 1 to 10 | | 1 to 10 | |
| I can't wait to see what they'll come up with. | 40% | | | | |
| Their passion and excitement about the category and Heineken is obvious and contagious. | | | | | |
| I really want to work with these people-I genuinely like them | | | | | |
| | | 0 | | 0 | |
| TOTAL SCORE | 100% | 0% | | 0% | |



7 RFP Checklist

RFP Checklist

Background

- **Overview** – Big Picture strategic objectives for Company/Brand(s), and how this agency partnership will support achievement (Client)
- **Business, Organization and Brand specifics** – Marketplace background, current market position, challenges, and aspirations i.e., “From: To”, strategic shifts needed, how agency will interact with your company, your company’s org charts (Client)
- **Goals and Objectives** - Company / Brand Vision / Goals and how this agency assignment will support achievement (Client)
- **Scope of Award** – what’s on the table - by brand, market, discipline (Client)
- **Key Markets** – Background information – Rankings, Brand positions and aspirations (Client)
- **Outline Expectations of Agency Partner** (Client)

RFP Process and Schedule (R3)

Creative Strategic Brief/ Brief challenge (Client)

- **Background** – provide your current research, strategic plans, objectives to be achieved
- **Challenge** – problem statement
- **Strategic mandatories** – “must see’s” in their response
- **Creative mandatories** - “must see’s” in their response
- **Legal Terms and Conditions and MSA** governing the RFP process

RFP Pack

RFP Pack – provide skeleton framework for client to plug and play (R3)

RFP Evaluation and Decision-Making Process – scorecard for how each section will be evaluated (R3)

RFP Challenge Tips



Do

Marketers should develop a pitch challenge that **mimics a real-world problem**. This challenge should be released to a smaller group of finalist agencies. Clients can use the same template that they would for their existing agencies.

What's the ideal number to shortlist?

- Three to four agencies is usually the right number to include in the final round.
- Two agencies is risky in the event that one falls out for some reason (e.g. a new client conflict), and the marketer is left with a default winner that may be less than optimal.
- It is probably not a good idea to include the incumbent agency in the finalist round if the agency has no likelihood of ultimately prevailing.

Evaluation criteria for this session:

- Organize the scoring criteria into categories that capture your primary areas of interest or concern, e.g., agency's strategic capabilities, creative ideas, data-driven thinking, innovative mindset, technology expertise, etc.
- To gauge chemistry, observe the agency members' team dynamics, check if there is an over-reliance on certain individuals, examine their ability to engage with you and respond to questions raised.






Don't

Common Pitfalls in this stage:

- 1) Not providing adequate feedback from prior rounds before the final presentation
- 2) **Expecting the right/specific answer:** The pitch process should gauge the agency way of thinking and approach
- 3) Adding too many agencies to the mix: More than four agencies unnecessarily complicate the final agency selection and is discouraging to the finalist agencies that will view their chances of winning as slim.

RFP Considerations

Limitations of focusing on only one criteria

| | CRITERIA | PROs | CONs |
|--|---|---|---|
|  <p>BRAND</p> | <ul style="list-style-type: none"> Choose the biggest brand from portfolio Or a niche brand/ local jewel | <ul style="list-style-type: none"> Brands that contribute largest to the business, biggest influence and highest media spend Niche brands/ local jewels that are critical to the organization that your incumbent hasn't been also to solve | <ul style="list-style-type: none"> Network able to manage global brand presence, may not have knowledge and/or deprioritizes smaller brands May not be able to handle global brands |
|  <p>MARKET</p> | <ul style="list-style-type: none"> Choose the biggest market from portfolio Markets forecasted for high growth New, emerging geographies/ regions/ markets | <ul style="list-style-type: none"> Markets that contribute largest to the business and have highest media spend Niche markets that are critical to the organization | <ul style="list-style-type: none"> Network able to handle scale, may not have knowledge and/or deprioritizes smaller brands May not be able to handle scale |
|  <p>CONSUMER DEMAND SPACES</p> | <ul style="list-style-type: none"> New segments that the brand is trying to reach out to e.g. consumer drinking habits | <ul style="list-style-type: none"> Brief centered around target audiences for consumer centric planning | <ul style="list-style-type: none"> Risks diluting brands sharing similar consumer demand space |

How many challenges?

- Organizations can have multiple business units but for a pitch no more than 2 challenges should be set for the agency to respond.


3 Sample RFP Questions for Heineken

| CRITERIA | RFP CHALLENGE | OUTCOME | RECOMMENDATIONS |
|---|--|---|--|
|  <p>BRAND</p> | <p>What is your agency's approach to driving joint stewardship, breeding creative courage, elevating creative strategy, and leading industry innovation, for the <Amstel> brand.</p> <p>Please take into consideration the following challenges</p> <ul style="list-style-type: none"> • Varied market portfolio, small and big markets, brand maturity, and brand roles in each of these market adding complexities • Solve niche market challenges (South Africa, Nigeria, Russia), including in-market knowledge, relevance, talent, agility • Avoid brand cannibalization, ensure brand differentiation in market where there is one or more competing Heineken brand e.g. Mexico – Tecate, Nigeria – Maltina) | <ul style="list-style-type: none"> • Strategy-first approach • Brand stewardship • Strategic partnership with Heineken, Brands and Agencies to for orchestrated efforts, duplication reduction, transparency • Strong integration with agency thought leaders • Opportunity to investigate cross brand and market synergies • Global and local marketing work processes • Cross-cultural understanding with scalable assets that are relevant to markets | <ul style="list-style-type: none"> • Choose largest brand next to Heineken and be specific about thinking parameters • This brand should also cover multiple challenging geographies, with varying Brand role (spanning from Key Pillar, to Strategic to Game Changer) • This allows you to investigate how agency would solve for Brand and Market in one question |

3 Sample RFP Questions for Heineken

| CRITERIA | RFP CHALLENGE | OUTCOME | RECOMMENDATIONS |
|--|---|--|---|
|  <p>MARKET</p> | <p>Heineken Creative Council works with its OpCos who manages brands within their regions. Illustrate how you will manage the relationships while working on a portfolio of brands across some or all of these OpCos and their agency partners. (America, AMEE, Europe, APAC)</p> <p>Please recommend in detail how the agency servicing model would be structured</p> | <p>Effective governance and relationship management</p> | <p>Instead of focusing on one market or region, which may overlap with brand question, have agency answer how they will manage OpCos relationships and partner with their agencies.</p> |

3 Sample RFP Questions for Heineken

| CRITERIA | RFP CHALLENGE | OUTCOME | RECOMMENDATIONS |
|---|---|--|--|
|  <p>CONSUMER DEMAND SPACES</p> | <p>What is your agency's view on customer-centric creative strategy? Demonstrate how you will implement data –led insights to enable a richer two-way relationship between brand and end customer.</p> <p>Taking into consideration the following:</p> <ul style="list-style-type: none"> • Heineken's IDDM and D&T: Collaboration and integrated ways of working between Heineken team and agency data analytics team for better omnichannel planning • Flexibility to react to evolving consumer insights • Avoid brand cannibalization of other Heineken brands sharing the same consumer demand space | <ul style="list-style-type: none"> • Strong expertise and talent in category • Agencies with digital capabilities • Better data capture, consolidation and reporting across all agencies into a common platform • Ability to collaborate with Heineken's IDDM and D&T | <ul style="list-style-type: none"> • Address potential difficulty of pivoting according to evolving universal insights, and diluting brand • Have agency demonstrate how they will accelerate digital first thinking and innovation by working in collaboration with Heineken's IDDM and D&T |

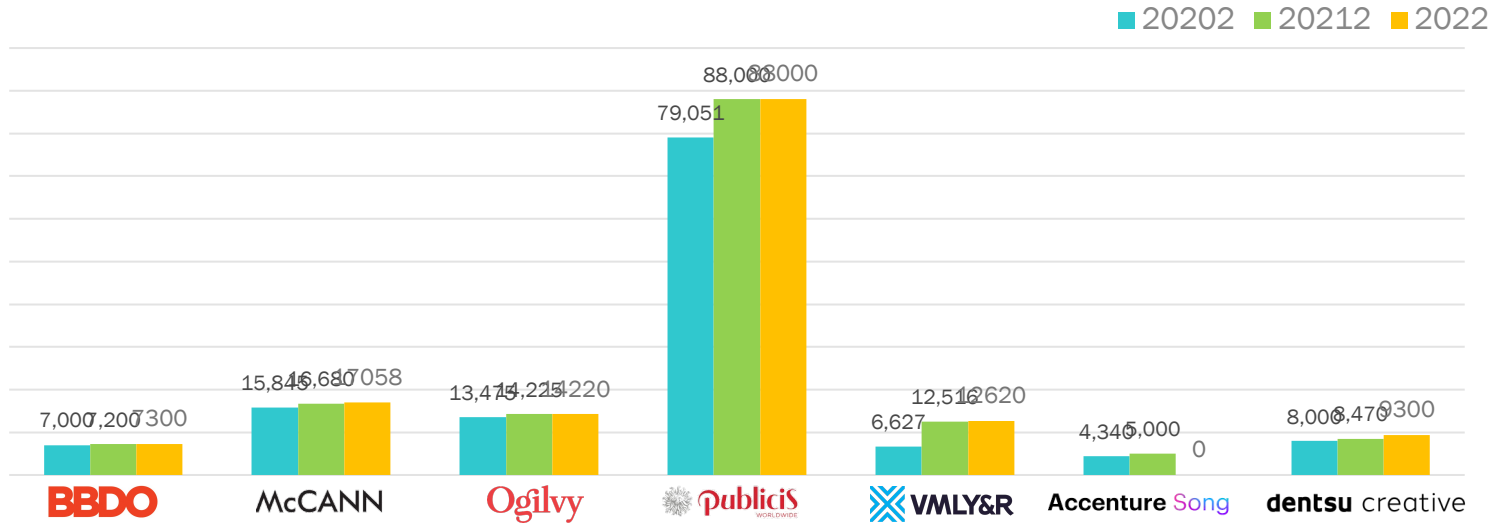


Thank You!



8 Appendix

Agency Headcount - Creative Agencies



Agency Revenue

BBDO

Ogilvy

VMLY&R

dentsu creative

Publicis
WORLDWIDE

Accenture Song

McCANN

| (%) | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
|--|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Automotive | 11 | 11 | 5 | 5 | 10 | 22 | 8 | 10 | 16 | 16 | -NA- | -NA- | 2 | 2 | | |
| Banking & Financial Services | 10 | 8 | 6 | 8 | 2 | 2 | 3 | 11 | 15 | 15 | -NA- | -NA- | 8 | 8 | | |
| Electronics & Appliances | 7 | 7 | 8 | 9 | 1 | 0 | 2 | 2 | -NA- | -NA- | -NA- | -NA- | -NA- | -NA- | | |
| FMCG | 30 | 30 | 28 | 27 | 14 | 29 | 12 | 10 | 24 | 24 | -NA- | -NA- | 39 | 38 | | |
| Government/Associations and Non-Profit Organizations | 4 | 6 | 3 | 3 | 7 | 4 | 10 | 2 | -NA- | -NA- | -NA- | -NA- | 4 | 4 | | |
| Healthcare | 6 | 6 | 14 | 15 | 19 | 11 | 6 | 5 | 12 | 12 | -NA- | -NA- | 7 | 7 | | |
| Retail | 6 | 7 | 8 | 7 | 5 | 4 | 16 | 11 | 8 | 9 | -NA- | -NA- | -NA- | -NA- | | |
| Technology | 6 | 7 | 9 | 9 | 6 | 5 | 4 | 3 | 13 | 14 | -NA- | -NA- | 6 | 7 | | |
| Telecommunications | 10 | 8 | 5 | 5 | 4 | 3 | 2 | 2 | 13 | 14 | -NA- | -NA- | 8 | 7 | | |
| Travel services | 3 | 3 | 7 | 7 | 1 | 2 | 10 | 5 | 13 | 14 | -NA- | -NA- | -NA- | -NA- | | |
| Others (please specify in comments)) | 7 | 7 | 7 | 5 | 31 | 18 | 27 | 39 | 12 | 10 | -NA- | -NA- | -NA- | -NA- | | |



AGENCY PROFILES

BBDO

Holding Group: Omnicom Group

Year Founded: 1891

Lead Office: New York, NY

Other offices: Los Angeles, Atlanta, Mexico City, Berlin, Rome, Athens, Cairo, Dubai, Beijing, Shanghai, Tokyo, Sydney

Global Headcount: 7,300

Top Clients: AT&T, Mars, Ford Motor Company, Meta, Mercedes-Benz

New Business Wins: Meta, Boehringer Ingelheim, Shoprunner, The Home Depot, AARP, Stripe Financial Services, Daimler, Qatar Airways, Royal Mail, OBI, Jazztel, VW, Lotus, Sodimac, Walmart, Kerzner International, Adidas Group, Africell

Accounts Lost: Dunkin', CVS Health, Visa, Bayer, McDonald's, British Telecom, Telefonica, BBK Electronics, Vodafone, Bankinter



Total Creative Score: 82.7%

Highlights

- + Top scores in all evaluation criteria, except POV
- + Case study showcased stellar, long-lasting (12 years) insight that is truly universal, strategically connected, strong application
- + Highest team experience (25.2 years) and longest team tenure Good client experience (PepsicCo), longest client tenure (31 years)

Watch Outs

- Does not have presence in 2/14 key markets (Vietnam and Nigeria)

Paul Roebuck

EVP, Global Business Lead

Years with the agency: 8
Total years of experience: 25
Role on business: Global Business Lead
Office location: BBDO New York
Previous agency: Saatchi & Saatchi Singapore
Job title at previous agency: Chief Executive Officer
Years with previous agency: 4

Relevant client experience:

Diageo (Asia) – Business Leadership and Strategic Planning

Oversaw brand and marketing strategy, shopper marketing and activation strategy for Guinness.

Diageo (Africa) – Marketing Manager Stouts and Ales

Africa Managed brand and marketing strategy, product innovation, and regional branded content development. Partnered with in-market teams to plan activation and measure performance of regionally developed campaigns.

Diageo (Africa) – Regional Director

Led development of regional campaign and playbook and collaborated with agency teams in-market to plan and execute activation across consumer touchpoints for Guinness.

Emperador Distillers (Philippines) – Agency CEO

Led brand and marketing strategy, shopper marketing, activation strategy, content and campaign development for Emperador Brandy.



[LinkedIn profile](#)

Other relevant info:

Paul currently leads the Omnicom client relationship for Ford Motor Company, overseeing a multidisciplinary team of over 200 marketing specialists in 18 markets worldwide. Over the course of his career, Paul has lived and worked in seven different markets across four continents and led agencies in Indonesia, Philippines, Singapore, and Malaysia.

Dena Walker

EVP, Executive Director of Planning

Years with the agency: 13
Total years of experience: 23
Role on business: Global Strategy Lead
Office location: BBDO New York
Previous agency: BBDO Dublin
Job title at previous agency: Chief Strategy Officer
Years with previous agency: 10

Relevant client experience:

Bacardi (Europe) – Innovation and Shopper Marketing Strategy

Provided strategic guidance on near- and mid-term category innovations, as well as oversight on strategy development for shopper marketing for the Bacardi portfolio.

Diageo (Northern Europe) – Digital Strategy, Shopper Marketing and Activation Strategy

Oversaw strategy development for shopper marketing, on- and off-trade, with emphasis on sports and sponsorship activation for Guinness and Carlsberg. Consulted with agency partners to develop digital strategies and establish a “test and learn” approach to innovation.

Diageo (Island of Ireland) – Brand Strategy

Oversaw omni-channel brand strategy for key portfolio brands including Harp, Baileys, and Carlsberg.



[LinkedIn profile](#)

Other relevant info:

Dena is the Executive Director of Planning, responsible for the strategic direction of several key client accounts at BBDO New York, most notably as Global Strategy Lead for Ford Motor Company. Prior to joining BBDO New York, she was the Chief Strategy Officer at BBDO Dublin where she built upon her experience as a digital strategist and brand strategist to evolve the agency’s approach to planning.

Enda Conway

SVP, Head of Connections Strategy

Years with the agency: 5
Total years of experience: 13
Role on business: Digital and Social Lead
Office location: BBDO New York
Previous agency: BBDO Dublin/AMV BBDO
Job title at previous agency: Head of Innovation/
European Social Lead
Years with previous agency: 2

Relevant client experience:

Diageo (Northern Europe and Africa) – Digital and Social Strategy

Developed and implemented a short- and medium-term social and digital strategy for Guinness to ensure effectiveness of sales activations as well as longer-term data capture, community, and precision effectiveness of the Six Nations rugby sponsorship.

Heineken (Global) – Digital and Social Strategy

Developed and implemented digital and social across on- and off-trade. Led community and data approach within key interest groups for Orchard Thieves and Heineken.

Mark Anthony Group (US) – Digital, Social, and Connections Strategy

Developed go-to-market social approach for the launch of White Claw, including a robust connection and CX approach to own the summer of 2019 dubbed, “The White Claw Summer” by *Forbes*.

Bacardi (Global) – Digital and Social Strategy

Led social and connections across the Bacardi portfolio. Developed new social and digital playbook and reporting models, which were distributed globally.



[LinkedIn profile](#)

Other relevant info:

Social and digital has always been at the heart of Enda's passions. While at BBDO, Enda has worked with Meta, Snap, and TikTok to develop their online learning curriculum, frameworks, and tools to best use the platforms. Enda was the social lead across Mars Petcare and Mars Wrigley at AMV BBDO and now holds the same role in New York.

Luiz Sanches

Chief Creative Officer, North America

Years with the agency: 28
Total years of experience: 30
Role on business: Creative Leadership
Office location: BBDO New York
Previous agency: DM9DDB
Job title at previous agency: Art Director
Years with previous agency: 2

Relevant client experience:

As Chief Creative Officer of Almap BBDO, Luiz has created award winning work for the world's most iconic brands both regionally and globally for clients including Diageo, Volkswagen, HP, Visa, Pedigree, Havaianas, Pepsi, Getty Images, O Boticário and iFood.

Other relevant info:

Luiz is currently CCO, North America for BBDO after spending 28 years helping make AlmapBBDO a hallmark for efficacy and creativity. Luiz has received more awards than any other Brazilian creative and has been recognized as the best-performing creative director by the Gunn Report, as well as twice at Cannes. He's helped AlmapBBDO become a four-time Agency of the Year at the Cannes Festival of Creativity and Global Agency of the Decade in 2020.



[LinkedIn profile](#)

Mark Lester

SVP, Global Project Management Lead

Years with the agency: 3
Total years of experience: 35
Role on business: Project Management Lead
Office location: BBDO New York
Previous agency: Mullen Lowe
Job title at previous agency: Head of Project
Years with previous agency: 2

Relevant client experience:

Diageo (Global) – Project Management

Led project management for Johnnie Walker brand across CRM and social for EMEA and the Americas.

Unilever (Global) – Project Management

Led global project management across the Axe and Vaseline brands.
Management

Levi's (Global) – Project Management

Produced print for Levi's across over 20 markets in EMEA before becoming a project manager in New York as the brand scaled globally.

Google (EMEA) – Project Management

Served as the lead project manager for the Google Chrome launch across EMEA.



[LinkedIn profile](#)

Other relevant info:

Mark has extensive experience ensuring client work is delivered on strategy, on time and on budget. Working closely with teams and creative leads to deliver quality creative is something he relishes. Mark has led project management globally for several brands including Johnnie Walker, Axe, Vaseline, Google and Levi's. In addition, he's managed high volume, high velocity domestic accounts including Sprint, Rubbermaid, and Edgewell.

Transition Pillars



Simplicity

We've never had a transition where the client said "make it more complicated." Our job is always to simplify.



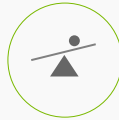
People-Centricity

Engage the best people and remove all barriers so they can do their best work.



Accountability

A clear project plan and a process that enables issues to be identified and resolved quickly, before they become serious.



Risk Mitigation

We will remove risk by ensuring business does not stop during the transition.



Agility

Our operating model is built on fluidity and agility. Our transition plan is too. It's the only way forward as Heineken Company reinvents its marketing operating model and agency ecosystem.



Partnership

Our goal is to do the heavy lifting and make this as easy as possible for Heineken Company. We will need partners and require support at times. We'll make roles and responsibilities clear throughout the duration of the transition.



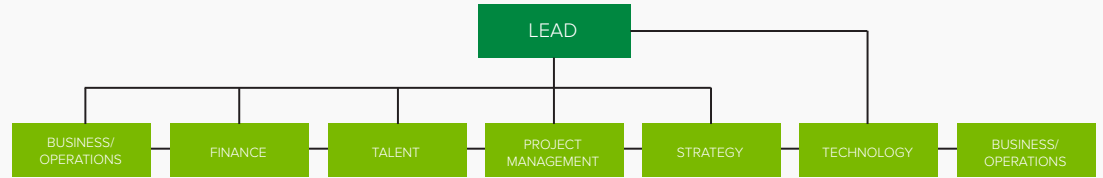
Efficiency

There's no room for waste. Time is money. And money is money, too.

Dedicated Global and Local Transition Leaders

BBDO

The day-to-day transition will be led by a single point of contact supported by a dedicated transition team of discipline experts.

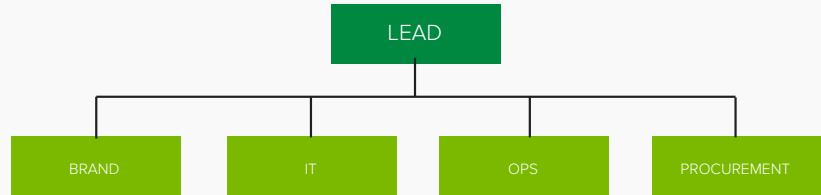


Heineken Company

We will need you to identify a global single point of contact in your organization, a team of discipline experts, and local single points of contact.

Regional/Local Transition Leads

The global transition team will drive the process, but regionally, there will also be a single point of contact to track and manage the transition activity across multiple markets.



Sample Transition Process

| | AUDIT | IMMERSION | ACTIVATION | LAUNCH |
|-----------------|--|--|--|--|
| ACTIVITY | <ul style="list-style-type: none"> Transition Team kick-off Identify transition priorities Transition process definition and protocols Align on future-state collaboration tool Gather scope/scale information Needs assessment: <ul style="list-style-type: none"> Brand Portfolio Priorities Technology Communication Staffing begins | <ul style="list-style-type: none"> Align on transition success metrics (dashboard/report setup) Setup and introduce Transition Tools Key process meetings Identify projects to be transitioned to BBDO Process Playbook created and vetted by client Optimize SOWs/staffing plans Incumbent handoff preparation Brand immersion meetings Staffing continues | <ul style="list-style-type: none"> BBDO joins strategic planning cycle Incumbent handoff meetings Asset transitions Process Playbook training (financial, regulatory, systems, etc.) Staffing continues | <ul style="list-style-type: none"> Brief in new projects Final transition post-mortem and closeout Begin process refinement |
| OUTPUTS | <ul style="list-style-type: none"> Audit findings Tools identified/planned Staffing 50% | <ul style="list-style-type: none"> Transition KPIs Tools Foundational transition processes Work handoff plan Process Playbook Staffing at 70% | <ul style="list-style-type: none"> Active asset management Asset handoff complete Incumbent handoff complete Operational transition complete Staffing at 90% | <ul style="list-style-type: none"> Transition complete New projects running within new processes Retainers staffed |

Change Management Campaign



Example of a Successful Transition: Ford Global

PHASE 1

Days 1 – 20

Kickoff Transition Meeting

Talent Activation

PHASE 2

Days 20 – 50

Key Process Meetings

Agency Handoff

PHASE 3

Days 50 – 60

Brand Immersion Meeting

PHASE 4

Days 60 – 90

Rules of Engagement Meeting

Always-On Dry Run

Define/align on overall transition process

Leverage our unfair share of talent across the globe

Align on key processes

Confirm timelines and deliverables for WIP projects and new assignments

Identify and transfer critical data, creative assets, and other elements

Explore brand histories and product narratives (including transfer of historical data)

Introduce the extended teams, build relationships

Establish new ways of working together

Establish shared practices for feedback, goal setting, team building

Dry run of always-on processes

People

Community

Environment

Governance

Our focus

Human connection drives the work that we do for our clients. We are able to deliver ideas that resonate with consumers and businesses across the globe because of our top-notch employees who bring a wealth of knowledge, experiences and perspectives to the work we do.

We have a long-standing commitment to serve the areas where we live and work. We use our expertise and passion to strengthen our communities and contribute to the greater good. Through industry initiatives, employee volunteerism, and client and pro bono campaigns, our work is making an impact worldwide.

We're taking strategic actions to reduce the environmental impact of our network operations around the world. Our teams are empowered to enhance and expand their efforts to advance our environmental priorities.

We are committed to continually strengthening the structure and policies that govern our business. Each member of our board of directors has extensive experience and diverse perspectives to ensure ethical standards are upheld and exemplary oversight is maintained across our networks and agencies.

Heineken Company partnership opportunities

Together we will partner to define DE&I goals and metrics for our global staffing plan.

We will partner to determine the locally relevant challenges we can play a role in, and curate an action plan to address them. We often work with our clients pro-bono to use our creativity to tackle social or environmental problems, together.

We will partner on mutually accountable environmental goals to minimize the impact of the work we do.

We will work at the highest levels to uphold ethical standards across our collective teams and create a strategic plan to ensure our work encourages moderation and responsible alcohol consumption.

McCann

Holding Group: Interpublic Group

Year Founded: 1912

Lead Office: New York, NY

Other offices: São Paulo, London, Dubai, Johannesburg, Mumbai, Melbourne, Singapore, Shanghai, Tokyo

Global Headcount: 17,058

Top Clients: General Motors, L'Oréal, Mastercard, Microsoft, Reckitt Benckiser

New Business Wins: Alibaba, Bissell, Buick, Centrum, Egyptian Tourism, Fujifilm (Instax), Iberia, Just Eat Takeaway, MG Motor, Museum of the Future, NEOM, Osmo, Pernod Ricard, Qatar Airways, SAS, Seara, The North Face, TikTok, Velocity Global, Walmart

Accounts Lost: Abbott Labs, Banco de Brasil, Columbia Sportswear, Covered California, Grupo Big, Perrigo, State of Michigan, Suntory Group



Total Creative Score: 73.2%

Highlights

- + 2nd highest score for Case studies, nurtured true brand purpose that permeates all of today's work.
- + Long client tenure of 24 years

Watch Outs

- Top scores but lowest team experience score, Team tenure at 6.2 years and Team experience at 17years

GLOBAL LEADERSHIP TEAM



Alex Lopez
EXECUTIVE SPONSOR



Dominic Whittles
ACCOUNT MANAGEMENT /
CLIENT LEAD



Erica Yahr
GLOBAL STRATEGY
LEAD



John Mescall
GLOBAL CREATIVE
LEAD



Jayna Kothary
GLOBAL INNOVATION
LEAD



Bill LaRoe
GLOBAL OPERATIONS
LEAD

NORTH AMERICA LEADERSHIP



Emily Portnoy
STRATEGY LEAD



Tom Murphy
CREATIVE LEAD



Perry Fair
ENTERTAINMENT LEAD



Jessica Tamsedge
BUSINESS LEAD



Karen Crum
STRATEGY LEAD



Rob Doubal
CO-CREATIVE LEAD



Laurence Thomson
CO-CREATIVE LEAD

LATIN AMERICA LEADERSHIP



Patricia Flores
CREATIVE LEAD



Alfredo Alquicira
CREATIVE LEAD



Jorge Rocha
STRATEGY LEAD

EUROPE, MIDDLE EAST & AFRICA LEADERSHIP



Lauren Ahearn
CREATIVE LEAD



Charlie Lowe
STRATEGY LEAD



Dan Jacques
STRATEGY LEAD

NORTH AMERICA (NEW YORK BASED)



Emily Portnoy

*Executive Vice President,
Head of Brand Strategy*
Role: Strategy Lead

Emily has almost 20 years of experience uncovering insights into why consumers act the way they do.

Before McCann NY she spent 14 years with Grey. In that time, she helped form meaningful consumer connections for a variety of brands including Pantene, Sargento, the JM Smucker brand portfolio (Smucker's, Jif, and Crisco, among others), McCormick & Co., Nestlé, Hasbro, Darden Restaurants, Douglas Elliman, the National Park Foundation and OTC healthcare brands from Novartis. Her work with consumers has spanned across beauty, food, retail, and pro-bono foundations.

A graduate of Dartmouth College and a native of New York City, Emily now lives her husband, two young boys, and a toddler girl who runs the house.



Tom Murphy

*Co-Chief Creative Officer,
North America*
Role: Creative Lead

Tom has led the agency through a period of tremendous growth. In his eight years as CCO, McCann New York has become one of the most creatively awarded agencies in the world. McCann New York was named the #2 individual agency of the year globally at the Cannes International Festival of Creativity 2019 - and won more than 20 Lions each year from the four years 2016 through 2019, something no other agency has ever accomplished.

During Tom's tenure, McCann has been widely recognized for its purpose led ideas – from "Fearless Girl" for State Street Global Advisors, to "Changing the Game" for Microsoft, to "The Team That Wouldn't Be Here" for Verizon. And in his past life, he worked on both Budweiser and Bud Light - including the iconic True campaign for Budweiser - and Jose Cuervo in the Spirits category.

Tom is a devout believer in the power of the big, beautiful, simple idea. He devotes his free time to his family and posting artsy photos of his family on Instagram.



Perry Fair

*Executive Vice President,
Director of Entertainment*
Role: Entertainment Lead

Perry is one of the few people in Marketing and Advertising who has worked across virtually every level in the industry. He has experience in multicultural, traditional, digital, social, experiential, events, branded content, and entertainment. Perry has worked agency-side as President, Chief Creative Officer, and Chief Digital Officer during his career as well as a Global Head of Brand, Global Head of Creative, Head of Partnerships and Global Head of Production and Events as a client.

In Entertainment, Perry led the creation of the pilot for "The Shop," now in its third season on HBO as VP, Global Head of Creative at Beats by Dr. Dre. Perry and developed branded content and entertainment properties as Head of Partnerships for Red Bull Media House North America.

Perry has also written and sold a full-length feature, "The Four Horsemen," to Intrepid Pictures and Universal Studios.

EUROPE, MIDDLE EAST & AFRICA (LONDON BASED)



Jessica Tamsedge

Chief Client Officer, Europe & UK
Role: Business Lead

Jessica is responsible for driving growth for clients' businesses through creative marketing that helps brands earn their meaningful role in people's lives.

Jessica also has a long history of working in the drinks business, leading the Pernod Ricard Whiskey business from 2012-2014. And with Ballantine's, she oversaw the launch of the "Stay True" Brand Platform, working with North America, LATAM, Eastern Europe and China.

Jessica takes a passionate and active role in promoting positive change. Within the agency, Jessica remains committed to building a workplace culture of inclusion, having set up the UK Future Leadership Mentor Academy and now overseeing the group's Day for Meaning program globally. She is also mum to two young and extremely active boys who keep her very busy.



Karen Crum

Senior Vice President, Global Brand
Strategy Director
Role: Strategy Lead

Karen leads strategy efforts out of London for McCann's biggest global clients, creating the internal and external strategies and conditions to drive commercial results and marketing excellence. She has spearheaded strategy and led teams behind numerous award-winning campaigns for the likes of Microsoft, Xbox, Mastercard and Reckitt. With hundreds of awards to her name (including Cannes Lions, Clio Awards, D&AD, Effies, LIA, Webby Awards, One Show), she is an experienced advocate of how creativity underpins effectiveness, and how to transform clients' brand and marketing ecosystems to be future-fit and enable growth.

Crum's strategic leadership is fuelled by a rare blend of experiences – she's a musician and started out as a Bioinformatician at a biotech company. After working as a Bioinformatician, she moved into the communications industry, and worked in PR and Consultancy at Ogilvy for 7 years, before moving to McCann in 2012.



Rob Doubal & Laurence Thomson

Co-Chief Creative Officers and
Presidents, UK & London
Role: Co-Creative Leads

Rob and Lolly have been instrumental in turning around the agency's creative reputation, delivering both creative excellence and business effectiveness on behalf of clients.

Two of Adland's top creatives, Rob & Lolly first teamed up in 2006 and blazed a trail at celebrated London hot shops Mother and W+K. And through their careers, they earned countless awards: with 61 Cannes Lions and 500+ awards from all the major international shows McCann London has become one of the most globally-awarded agencies.

Within the wider sphere both are mentors, panellists, writers, speakers, jurors and dads. They thirst for inspiration and share dreams of one day winning a BAFTA (or the lottery, whichever comes first).

SEAMLESS GLOBAL TRANSITION. GUARANTEED.

We begin with having a dedicated transition team lead by a Global PMO.

Our proven approach and process for transition is based on a set of simple well-tested principles:

Principle #1

PRINCIPLE #1 IS SIMPLE:

“Keep the Business Running,” or KBR

The simple but important mantra underpins everything we do during transition, recognizing that the business cannot stop or slow down in any way as we implement a new model, way or working, agency support team, and handover. We must over-index on ensuring the business continues to operate during the process.

Principle #2

PRINCIPLE #2 IS ALSO SIMPLE:

“Treat the transition like the project it is.”

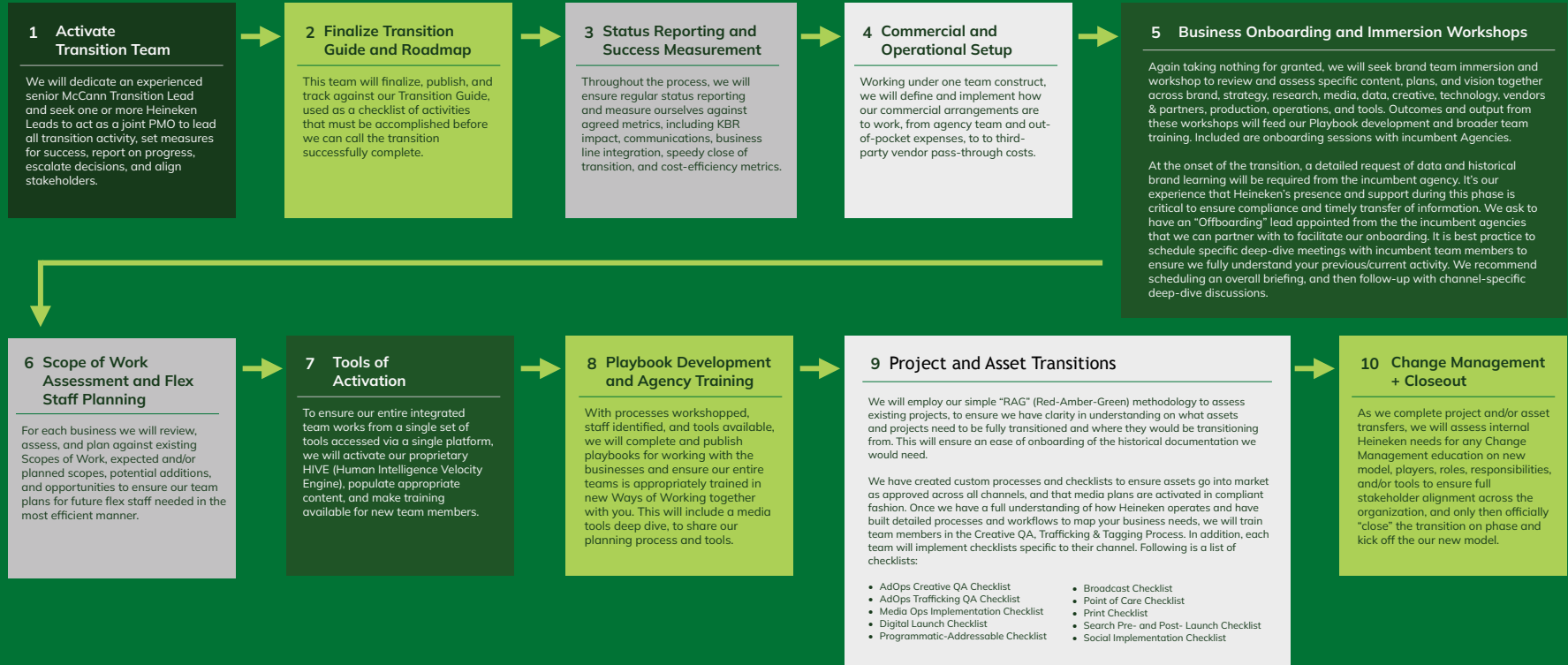
We will appoint a dedicated Transition Lead and ask Heineken to appoint one or more partners to this leader, to act as a PMO to lead the planned activities necessary for a successful, speedy, and seamless transition. This team will define roles and responsibilities, manage the timeline, qualify deliverables, report on status, and escalate decisions where need in order to drive success.

The approach articulated within the plan accommodates 5 core areas across strategy, creative, innovation, data, and operational engagements:

- 1 Transition PMO Leadership
- 2 Staffing and Agency Information
- 3 Logistics and Infrastructure
- 4 Financial and Workflow Process Alignment
- 5 Projects and Priorities

Our global transition plan is designed with the agility needed to drive aggressively with the flexibility built in to accommodate Heineken's stakeholder schedules, financial alignments required, and "KBR" as needed.

For a transition the size and scale of Heineken's business, we would work with you to develop the best timeline for a full transition.



TRANSITION IS IN OUR DNA



NEW
Office built

254
Employees onboarded

12
Agencies

12,000+
Assets

verizon[✓]

NEW
Billing system

60 DAYS
Fully transitioned

136
New staff

803
Active WIP projects

 **Microsoft**

23
Engagements

56
Countries

200+
People

30 DAYS
First business unit
fully transitioned

 **JUST EAT**

30 DAYS
Global offices onboarded

5 → 19
Markets
(within 2 months of win)

60 DAYS
Fully staffed

DAY 1

Working together in a truly global partnership

THE 4Ps: OUR SUSTAINABILITY GOALS

MW has created our first set of sustainability goals, the 4Ps. These goals ensure we lead action across People, Planet, Progress, and Partnerships, all of which are aligned to the UN's Sustainable Development Goals.

These guidelines are aligned to the **Progress and Partnerships** goals and will help us reduce our emissions across our offices and production.



PEOPLE

Drive practices, policies, partnerships that foster equitable and inclusive conditions - internally and externally - for people representing traditionally marginalized groups.

People Action

Global Equity, Equality and Inclusion



PLANET

Eliminate negative environmental impacts and protect resources for future generations

Planet Action

Net Zero + Travel Policy



PROGRESS

Ensure our business promotes economic, social, and technological progress for all.

Progress Action

Green Offices



PARTNERSHIPS

Ensure all our relationships—internal and external—and ways of working align with our principles in support of people, planet, and progress.

Partnerships Action

Responsible Production

For more information on these goals and to see how they are aligned to the UN Sustainable Development goals please visit our sharepoint site for more details.

LET'S GET STARTED...

Responsible production is a real team effort. The good news is that the average production has the capacity to remove 15–20% of its carbon footprint. Let's use our influence to make the reductions that improve our planet.

When a production's footprint is being recorded, everything falls into one of these four activity areas.



TRANSPORTATION



SPACE



MATERIALS



DISPOSAL

We'll use these categories throughout this guide so you can see how each and every action will help to reduce the impact in each of these areas.



PRINT PRODUCTION

THINK BEFORE YOU PRINT



Sourcing Vendors

- Use sustainable print vendors when possible. **B Corp** is a helpful place to start when sourcing vendors—these businesses meet the highest standards of verified social and environmental performance, public transparency and legal accountability to balance profit and purpose.
- Source materials, suppliers, fabricators and vendors locally to save on transportation waste.



Materials

- Start working with your printer at the beginning of the project to talk about paper selection—choose options that are at least FSC-certified or contain recycled content—and determine sizes based on the paper reams in order to produce the least amount of trim waste possible.
- Work with your printer to use organic or water-based adhesives and inks when possible; inquire about eco-conscious disposal of vapors/chemicals/scrap.



Disposal

- Consider the longevity of the piece you are designing; this can affect material selection, design and manufacturing processes, and graphic quality.
- Avoid using glue or mixed materials like paper and plastic so that when the life cycle is over, it does not become a recycling contaminant.
- Where possible, specify screws instead of glues for assembly and mounting.
- When designing signage, strive for modularity—it allows components to be more easily changed and broken down into their parts to simplify reuse and recycling.
- Create a salvage, recycling and reuse plan for materials—what will happen to your materials at the end of their life cycle.



Partnerships

Quality & Environmental Management

We want to ensure that all of our third-party vendors are compliant with quality and environmental systems. With the right partners, we can publish full chain of print custody on our clients' behalf.



The FSC is a global certification system that enables suppliers to identify and purchase wood from well-managed forests.



The PEFC is an international organization dedicated to promoting sustainable forest management (SFM) through independent third-party certification.

DIGITAL PRODUCTION

LIGHTEN THE LOAD

- Create websites with faster load times to conserve energy.
- Minimize the amount of complexity and data required for email signatures and auto-replies.
- Test performance and load time.
- Avoid using color schemes that might require users to turn up the brightness on their displays.
- Consider using a server-side image optimizer to ensure that all image assets are delivered with the minimal necessary bandwidth.
- Prioritize the more efficient image format WebP over GIF, JPEG, and PNG.
- Data compression is very energy intensive, so avoid compressing any asset more than once.
- Use system fonts or support variable fonts instead of requiring the user to expand bandwidth downloading specific fonts for your website.
- Keep clean code, optimize scripts, and remove dead code.
- Encourage clients to remove any irrelevant or unnecessary content.
- Set your screen to the minimum necessary brightness for the work you are doing. Experiment with “dark mode” and “light mode” to see if one requires less brightness on your screen.
- Where possible, digitize your content and/or request digital signatures instead of unnecessarily printing documents.
- Set devices and peripherals to use sleep mode whenever possible; shut them off entirely if they are no longer in use.



Partnerships



Working with Microsoft, we've implemented cloud servers and workflow using Azure.



Azure Sustainability

We are committed to driving low impact, resilient cloud innovation as we grow, in order to promote a greener future and give back to the communities where we operate.

CREATIVE DEVELOPMENT

Great creativity can be achieved on a reduced carbon budget.



Transportation

- Avoid baking air travel emissions into the script with specific locations and casting; develop scripts which can be shot locally, or remotely, if abroad.
- Allow for seasonal weather advantages to keep shoots in your own hemisphere/country.



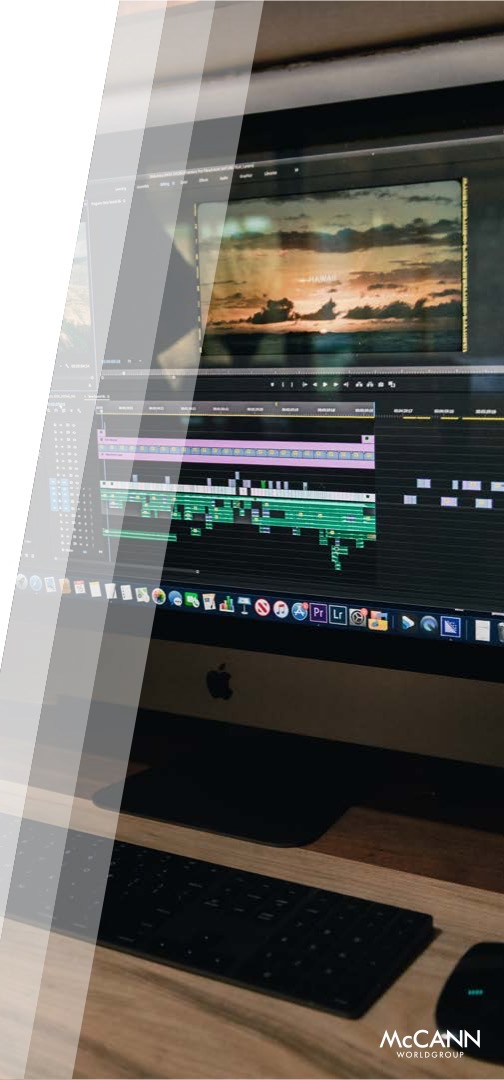
Materials

- Avoid including an excessive use of materials into the script with specific setups:
 - Repeats will significantly increase material use, and in many cases, waste, too.
 - Wet downs/weather FX use large volumes of water.
 - Large set builds should use sustainably sourced materials (and reuse old items if possible), meaning things like poly carving are to be avoided. Could VFX be considered?



Disposal

- Have characters use reusable coffee cups, water bottles and canvas bags.
- Have characters eat with real cutlery, on real plates (i.e., having lunch at the office).
- Have characters turn off lights as they leave rooms, turn off taps, and put appropriate waste in recycling and compost bins.
- Use electric and hybrids as prop cars.
- Show solar panels on homes/businesses in exterior shots.
- Show wind turbines in landscape shots/GVs.



EMERGING TECHNOLOGY

What is Virtual Production?

Virtual productions will increase in our industry for sustainable production and provide cost savings. It is projected to be an industry norm by 2026.

Virtual Production (VP) can be defined as the integration of real and virtual production elements on a live set. The combination of camera tracking technology with powerful graphics engines has made it possible to film scenes in photorealistic virtual environments with effects in real time.



Partnerships



Craft has signed a partnership with [VuStudio.io](https://www.vustudio.io). Vu has a virtual stage of 10,000 sq ft in Tampa Bay, Florida.

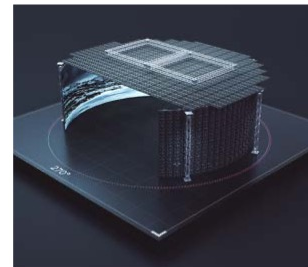
Contact

Anthony Santo

Anthony@Diamondviewstudios.com

Shay.Fu

Shay.Fu@craftww.com





Partnerships

GREEN THE BID

Green the Bid is MW's responsible production partner in the U.S.

Green The Bid was created to support the advertising industry in shifting to zero-waste, carbon neutral, sustainable and regenerative practices.

Please review the website for training, resources, production checklist and consulting.

greenthebid.earth

CONTACT

hello@Greenthebid.earth



GREEN PRODUCTION GUIDE

The Green Production Guide (GPG) is the premier industry online toolkit designed to reduce the film, television, and streaming industry's carbon footprint and environmental impact. The GPG was established in 2010 in a joint effort between the Producers Guild of America Foundation's PGA Green committee and a major studio partner group, now known as the Sustainable Production Alliance (SPA).

greenproductionguide.com



AdGreen is MW's EU and U.K. responsible production partner. We will use AdGreen's carbon calculator across all U.K. shoots by 2022 and have plans to expand this functionality globally.

AdGreen's goal is to unite the advertising industry to eliminate the negative environmental impacts of production and will enable the community to measure and understand waste and carbon impacts, empowering us to act for zero waste/zero carbon. It's where low impact counts!

Join one of AdGreen's free 2-hour online training sessions which cover environmental basics, the industry's impact, carbon calculation basics, production case studies, tips and tricks. Sign Up Here.

weareadgreen.org

Publicis

Holding Group: Publicis Groupe S.A.

Year Founded: 1926

Lead Office: Paris, France

Other offices: New York, Toronto, Montreal, London, Madrid, Berlin, Seoul, Mumbai, Singapore, Hong Kong, Beijing

Global Headcount: 88,000

Top Clients: General Motors, Procter & Gamble, Samsung, Stellantis, Toyota

New Business Wins: Campbell's Soup Company Etisalat, ENECO, Hyundai, Mini, Nissan Motor Corporation, P&G, Royal Commission of AIUla, Toyota, Walmart

Accounts Lost: Daimler, Samba, Qatar Foundation, Abbott Laboratories, Sanofi



Total Creative Score: 72.7%

Highlights

+ Strong case study and POV

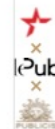
Watch Outs

- Low operational health score, 2nd lowest team tenure (6.5 years)

Key Team Bios



| Name | Bruno Bertelli | Bela Ziemann | Isabella Mulholland |
|---------------------------------------|--|---|--|
| Job Title | Global Chief Creative Officer, Publicis Worldwide CEO Le Pub | Chief Strategy Officer, Le Pub | Chief Strategy Officer Le Pub |
| Years with the agency | 12 years | 11 years | 2 months |
| Total years of experience | 30 | 30 | 25 |
| Role on business | Creative Lead | Strategy Lead | Strategy Lead for Global Portfolio Brands |
| Office Location | Milan | London | London / Amsterdam |
| Previous agency | JWT | Freelance - Dentsu | JWT / Wunderman Thompson |
| Job title at previous agency | Creative Director | Brand Strategy Consultant | Global Strategy Partner / Global Brand Lead |
| Years with previous agency | 10 | 3 | 10 |
| Relevant client experience | | | |
| LinkedIn Profile | https://www.linkedin.com/in/bruno-bertelli-57733062/ | https://www.linkedin.com/in/belaziemann/ | https://www.linkedin.com/in/isabellamulholland/ |
| Other relevant info: Bio/ Awards/ etc | <p>In a 'Glocal' role, Bruno oversees creativity globally for Publicis Worldwide and Publicis Groupe Italy pushing creative excellence standards globally.</p> <p>In 2021 he implemented the Groupe's new agency – Le Pub – a model that integrates data, creativity and tech to produce creative and innovative brand experiences for clients.</p> <p>He is the most world awarded Chief Creative Officer in the world (*The Drum rankings 2021) and has been involved in campaigns winning 300+ international awards including:</p> <p>Cannes Lions: 1 Titanium, 2 Grand Prix, 25 Gold, 31 Silver, 60 Bronze One Show: 1 Best of Show, 3 Best in Discipline, 22 Gold, 10 Silver, 6 Bronze D&AD: 1 Black, 10 Yellow, 8 Graphite, 16 Bronze Clio: 7 Grand Prix, 17 Gold, 22 Silver, 25 Bronze 14 Andy's</p> | <p>Growing up amongst artists and creatives, Béla is the result of urban culture from the then capital of European cool - Berlin. After two years of debauchery in the post wall era, Béla moved to Hamburg to start a life in advertising. Working for Springer & Jacoby and Scholz & Friends, some of the most awarded agencies in Germany, he realised he had a knack for the creative industry. As a result he spent the following years in London Amsterdam and then Milan, working for agencies such as Dentsu and Simons Palmer Clemmow Johnson and Publicis.</p> <p>In his current role, Béla has helped Publicis Italy to climb from creative no-man's land to the world's most awarded agency. Béla is now focused on growing Le Pub, a new breed of agency to fight creative mediocrity with innovative work.</p> <p>Le Pub has just been named Contagious Pioneer 2022 and Adweek creative agency to watch.</p> | <p>With over 25 years of experience, Isabella is a strategist with a multidisciplinary career, having worked on famous global brands, renowned global communication networks, and digital/content startups, including agency networks like Y&R, BBH, and JWT.</p> <p>She started her career as a marketing executive working on the client side for 7 years. Her career is marked by the strong delivery of results across a range of brands local and global, in emerging and developed markets. She's proven in leading multi-location teams and multidisciplinary business.</p> <p>Today, as a CSO for LePub she dives into dozens of hyperlocal realities to capture the zeitgeist and social tensions of our days and turn it into brand relevance.</p> <p>Awards: 8 Effie Awards, 2 El Ojos, 2 Jay Chiat</p> |



Publicis

Key Team Bios



| | Jacco ter Schegget | Natalie Lam | Laura Licari |
|---------------------------------------|---|--|--|
| Name | Jacco ter Schegget | Natalie Lam | Laura Licari |
| Job Title | Chief Executive Officer Publicis Benelux and Global client lead Heineken | Chief Creative Officer of Publicis Groupe Asia Pacific, Middle East and Africa | Group Experience Director Publicis Sapient Italy |
| Years with the agency | 3 | 1.5 | 2 |
| Total years of experience | 27 | 27 | 17 |
| Role on business | Client Lead | Creative Lead | Experience Lead |
| Office Location | Amsterdam | Singapore | Milan |
| Previous agency | JWT | WPP | Frog design |
| Job title at previous agency | CEO South East Asia | Executive Creative Director | Experience director |
| Years with previous agency | 2.5 | 3 | 9 |
| Relevant client experience | | | |
| LinkedIn Profile | https://www.linkedin.com/in/jaccoterschegget/ | https://www.linkedin.com/in/natalie-lam-1268961/ | https://www.linkedin.com/in/lauralicari/ |
| Other relevant info: Bio/ Awards/ etc | <p>Originally from the Netherlands, Jacco has spent 20 years successfully transforming agencies in multiple countries and regions. Jacco has always worked for companies that combine creativity, design and technology, to create innovative products, services and campaigns.</p> <p>To date, Jacco has held leadership roles in Asia and Europe. Including European President, Tribal Worldwide and co-CEO DDB & Tribal Amsterdam – which he built into a winning Agency of the Year at Eurobest, Dutch Agency of the year and various other industry accolades. In addition, Tribal DDB Amsterdam was ranked #5 by the Gunn Report.</p> <p>In 2019, Jacco began his role as CEO Publicis Groupe Belgium and The Netherlands.</p> <p>During his two decades in the industry, Jacco has been named a Top Agency Leader in Europe, China and Southeast Asia, by various industry publications.</p> | <p>Originally from Hong Kong, Natalie started as a print designer and made her way into the integrated world of advertising based on her love for craft, strategy and simple big ideas. She was executive creative director for agencies such as OgilvyOne, R/GA, McCann Erickson, Razorfish and Art, Copy & Code. Natalie's work included some of the most innovative brand and product creations – including the creation of Nike+. Her work has won top awards in Cannes, D&AD, The One Show, ADC, Clios and she frequently judges awards shows.</p> <p>In 2015, after two decades in advertising, Natalie took a break to start an electronic music and DJ school The Foxgrove in NYC. It was featured in Rolling Stone, Fast Company, Time Out NY, and The New York Observer.</p> <p>Now back in Asia, Natalie's mission is to put creative as the core of all of Publicis Groupe's offerings, leverage her unique international background to serve global brands and bring the creative output to the next level.</p> | <p>Executive Experience Director with 17 years of background in product design and experience strategy.</p> <p>By connecting business and service design with a native digital footprint, Laura has led complex transformational programs for brands, defining the unification of all the customer platforms through a renewed unified omnichannel experience, defining convergent strategies between physical retail and digital commerce.</p> <p>Laura today is leading the CX transformation of Stellantis, overseeing a team of 20+ experience strategist, service designers, product designers in the reshaping of the global digital commerce and connected products experience.</p> |



Key Team Bios



| | |
|---------------------------------------|--|
| Name | Justin Billingsley |
| Job Title | Executive Sponsor, Heineken |
| Years with the agency | 13 |
| Total years of experience | 27 |
| Role on business | Executive Sponsor |
| Office Location | London |
| Previous agency | Previous experience client-side |
| Job title at previous agency | CEO Saatchi & Saatchi |
| Years with previous agency | N/A |
| Relevant client experience |   NIVEA NOKIA <i>Unilever</i> |
| LinkedIn Profile | https://www.linkedin.com/in/justinbillingsley/ |
| Other relevant info: Bio/ Awards/ etc | <p>As Global Chief Marketing Officer for Publicis Groupe, Justin brings together Publicis Groupe's marketing and digital business transformation offerings to drive innovative ways to help clients grow. In this role, Justin's focus areas include identifying and leading the development of products and initiatives that lead to client growth; creating more efficient and effective Power of One agency models; improving new business momentum and expanding scope with existing clients; and overseeing Publicis Groupe's narrative to strengthen relationships with both clients and talent.</p> <p>Justin first joined Publicis Groupe in 2009 as CEO for Saatchi & Saatchi Greater China, where he led the agency there to be Agency of the Year two years running. He then returned to the UK for a range of leadership roles in Saatchi & Saatchi globally before being appointed Global COO for Publicis Communications in 2015, his first Groupe-level appointment as part of The 'Power Of One' initiative. Justin went on to lead key Publicis Groupe countries, most recently as CEO of DACH (Germany, Austria and Switzerland) before his CMO appointment in 2020. Prior to joining Publicis Groupe, Justin worked client-side across Asia-Pacific, the US and Europe, holding leadership roles at companies including Unilever, Nokia, Orange, and The Coca-Cola Company.</p> |



Zero disruption to your business

We know that transitions can be inherently complex and challenging, but we know what it takes to deliver a flawless and seamless transition for a business of your size and global scale because we have done this for Heineken previously. We have delivered on several successful transitions for you throughout our 10+ year partnership. Most importantly – we already know you; the foundations of success that will allow us to accelerate your business outcomes are already in place. We're fortunate enough to be your creative partner through Le Pub for the Heineken brand in over 30 markets since 2020, and together we have delivered innovative and strategic work that has won over 100 awards. Using our existing knowledge of your business and our Publicis Groupe transition standards we will deliver a seamless transition for new brands and markets while setting the stage for your future vision of Creative Excellence with the following commitments from day one.

Our transition commitments:

1. **100% transition of new brands in 90 days or less**
2. **Zero disruption to your business**
3. **A dedicated transition lead and supporting team ready on Day 1 of award**
4. **A detailed transition plan with live, ongoing updates to guide the change management required across teams**
5. **Ongoing tracking of the delivery of all our pitch promises**

Our record of onboarding multifaceted, global businesses speaks for itself.

| | VISA | Barilla | NIVEA | P&G |
|-------------------|---------|---------|--------------|---------|
| Brands | 1 | 2 | 5 franchises | 9 |
| Number of markets | 120 | 37 | 179 | 49 |
| Completion | 60 days | 60 days | 45 days | 90 days |

Our approach for transitions

Our transition plan follows our core guiding principles:

- **Dedicated Transition Leadership** with experience in transitions, embedded in your business.
- **Accountability** from all partners to stick to a clear and consistent timeline. We meticulously track transition progress and schedule transition meetings weekly (at minimum) to stay aligned on progress and flag potential issues early. We will also ensure we achieve your long-term vision by tracking against business KPIs from the get-go.
- **Collaboration ensures transition success.** We believe the most effective onboarding processes are developed in collaboration with our clients. We will work hand in hand with you and your incumbent agencies to identify key needs from all parties and assign responsibilities to ensure a smooth, successful transition.
- **Communication and clear direction** at every stage of the process. We are as detailed as possible from the start to gain all critical knowledge and avoid last minute fire drills.
- **Parallel path** projects to ensure we meet critical deadlines. We understand your global, regional and local business needs must continue to run so we will ensure we focus on running your business whilst also transitioning.
- **Fast onboarding** with key systems, processes and technologies.
- **Be ready** for anything and be ready to do it!

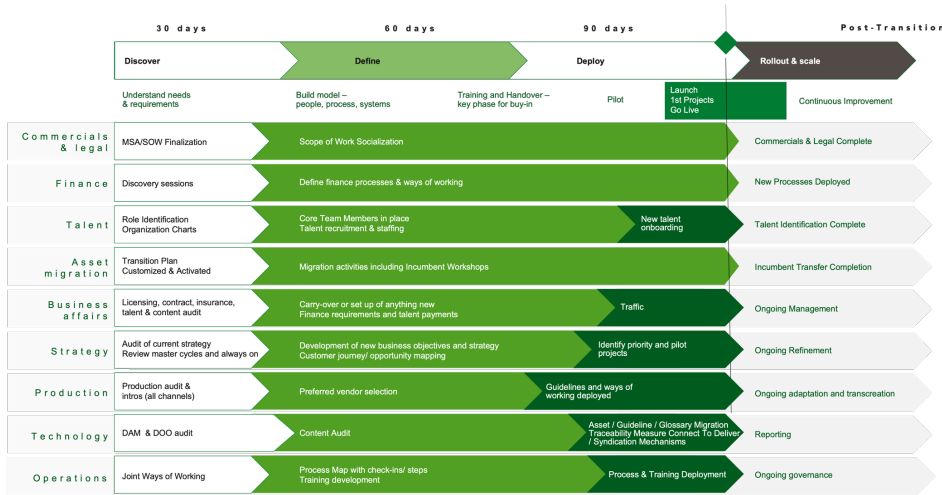
The right leadership from day 1

Our transition approach will be led by a dedicated transition leadership team already embedded in your business from Le Pub that will be ready to go, well before your appointment decision. Your transition team will consist of Jacco ter Schegget, Publicis Groupe Client Lead, a global transition lead, global capability accelerators and regional transition champions. This talented team of dedicated individuals will set the foundation during transition to deliver, with great rigor and depth of knowledge, your agile future-focused organisational model at global, regional and local levels.

Every transition has a plan and a timeline

Since Le Pub manages Heineken brands in 30+ markets, we will develop a custom transition plan and timeline that focuses on onboarding of *new brands and markets* while ensuring Le Pub continues to support business as usual. Starting in transition we will focus on elevating creativity across more brands and markets while also focusing on these key areas for transition. We will work in collaboration with you to define priorities and set deadlines, making sure to be sensitive to timing in areas that need immediate action. Agile methodology will allow us to parallel track global and local transition activities and quickly learn and pivot as we go. To kick off the transition for new brands and markets, we will focus on nine main areas:

Key transition workstreams



We are ready!

Our commitment to our clients' success and development, coupled with our unparalleled expertise in managing complex, global transitions – and our existing knowledge of your business and ways of working instills in us the confidence to flawlessly execute on behalf of, and in collaboration with, Heineken. Our philosophy of placing transparency and trust at the core will ensure that your teams are intimately involved for the duration of the transition, allowing you to closely track progress and milestones, address any issues and provide regular feedback as we forge ahead.



Case Study:

Transition in 6 Weeks across over 179 Markets

Background

Having worked with its previous agency of over 100 years, in 2019, Beiersdorf recognised that it needed a transformation partner to drive the change required to become a modern Marketing Company. After an extensive pitch process, Beiersdorf appointed Publicis Groupe as that transformation partner with a scope that covered the delivery of integrated (creative and digital) campaigns for the NIVEA brand and additionally its “decoupled” production partner in order to increase the effectiveness, efficiency and consistency of NIVEA’s marketing activities.

Transition and implementation

Immediately upon winning the business Publicis started the set up of NIVEA’s dedicated bespoke agency “One Touch” including staffing of over 150 roles for 9 regional hub teams and 6 adaptation hubs that support across 179 markets globally. Physical offices set up for key locations across major hubs in New York, Sao Paulo, Johannesburg, Dubai, Mumbai, Shanghai, Bangkok, Moscow and Hamburg all within the 6-week transition period.

During transition, the focus was on establishing the new working model, ways of working, building the implementation set up including standardisation of rate cards, ways of working, production hubs, technology, training and reporting as well as migration of activities from the incumbent Interpublic FCB.

Playbooks were developed for origination and adaptation processes and all markets trained in order to start accepting new client briefs. Brand/product onboarding workshops were held to onboard the new Publicis NIVEA One Touch team across all markets.

A global governance board was established with NIVEA to drive digital transformation with weekly board meetings to review progress against transformational KPIs.

New agency model established in 6 weeks to serve 179 markets

Implementation network delivery of 10,000+ assets

2021 organic business growth of 9.7% (despite COVID context)

32% increase in eCommerce sales

150 new talent hired and over 500 individuals trained

Client Testimonial

“Publicis Groupe has demonstrated very strong skills in strategy development and in leading inspiring, persuasive creative ideas. We are convinced that we have found the right partner to jointly accelerate NIVEA’s growth through consumer-centric marketing excellence.”

Asim Naseer
Chief Marketing Officer, NIVEA

Scope

Markets: **179**
Brands: **5 Franchises**
Business Scope: **Creative**
Time to transition: **6 weeks**
Year of Transition **2020**

Transition Milestones

150 talent identified/ new hires
6 weeks to activate new creative and production model.
40+ global campaigns/ creative projects produced in first 2 years

10,000+ assets delivered by implementation network
60 incumbent agency transfer
50+ transition onboarding/discovery workshops Over 500 individuals trained

Ogilvy

Holding Group: WPP plc

Year Founded: 1948

Lead Office: New York, NY

Other offices: Bangkok, Beijing, Jakarta, Sydney, London, Madrid, Rome, Dubai, Toronto, Miami, Chicago, Los Angeles

Global Headcount: 14,220

Top Clients: The Coca-Cola Company, IBM, Mondelez, Nestle, Unilever

New Business Wins: The Coca-Cola Company, TD Bank, Sainsbury's, Michelin, Mondelez, Volkswagen, TCS, Enterprise Holdings, Pernod Ricard

Accounts Lost: Burger King, International Airlines Group, CFA Institute



Total Creative Score: 72.6%

Highlights

- + 2nd highest score for POV
- + 2nd highest team experience (24.6 years)
- + Relevant client experience (i.e. Pernod Ricard, Coca-cola)

Watch Outs

- Lowest operational health scores, due to slow headcount growth

Key team bios



| | |
|------------------------------|---------------|
| Name | Fiona Gordon |
| Job title | UK CEO |
| Years with the agency | 30 years |
| Total years of experience | 30 years |
| Role on business | Business Lead |
| Office Location | Ogilvy London |
| Previous agency | NA |
| Job title at previous agency | NA |
| Years with previous agency | NA |

Relevant client experience

Fiona is the CEO of Ogilvy UK – a full service leading communications agency. She became CEO a year ago and since then Ogilvy UK has been recognised at the Clios and in new business rankings. She has spent her career at Ogilvy and WPP, since joining as a graduate trainee.

She has built her career with a client centric focus delivering impactful creative work. Her prior role was Chief Client Officer for Ogilvy for EMEA - looking to help our clients succeed and grow across the region.

Prior to this Fiona led the WPP **Walgreens Boots Alliance** team based in London. She built out the integrated team from 3 to 130 specialists from across WPP working across Boots and No7. She was a key part of the team that successfully retained and expanded the business in the recent pitch review.

She has worked at Ogilvy across her career across large global clients, challenger brands and in different geographies. Fiona was the Group Chairman of the 400 person Ogilvy Singapore office for 5 years and during her tenure they won Creative Network for South East Agency and she was voted as leading CEO for South East Asia.

Fiona has also lived and worked in NY for over five years working across the **American Express** international business growing share in the largest markets of Mexico, Italy, and Australia and worked in Hong Kong leading the expansion of Ogilvy's global clients across Asia. She has led **Unilever** on the Ponds global brand across Asia/Latam and Africa, **GSK** in Asia, and **BP** globally.

She sits on the Advisory board of Stella, WPP Women's network, and is a mentor within WPP and Ogilvy and has a reverse mentor. She is passionate about growing talent.

[LinkedIn Profile](#)

<https://www.linkedin.com/in/fiona-gordon-048b9057>

Key team bios



| | |
|------------------------------|--------------------|
| Name | Craig Burleigh |
| Job title | Managing Partner |
| Years with the agency | 21 years |
| Total years of experience | 30 years |
| Role on business | Account Management |
| Office Location | Ogilvy London |
| Previous agency | DDB |
| Job title at previous agency | Account Director |
| Years with previous agency | 4 years |

Relevant client experience

Craig is a Global leader who has led some of our biggest clients through creative and business transformations. He lives by the belief that creativity is a superpower that can give businesses a sustainable advantage and real growth.

He loves to bring together talent from many different backgrounds around the world to develop winning strategies and ideas that influence behaviours, experiences and relationships.

BP - Craig led our Global BP team, delivering their repositioning to “Beyond Petroleum”, driving the global Brand, product and retail marketing across the world, supporting on the sustainability strategy, the launch of the alternative energy division, and defining their sponsorship strategy from the Euros to the Olympics.

Philips - Craig also led the highly complex Global Philips business, based in Amsterdam, through the brand and communications repositioning to a HealthTech organisation, bringing to life the authenticity of the Brand with insights across the Health continuum. This reposition contributed to Philips increasing their Interbrand Global Brand Valuation by \$1bn and the work Craig led picking up a Cannes Grand Prix, Gold Effies, Silver at the One Show and a host of other awards along the way.

IAG Group (British Airways) - most recently lead the global IAG and British Airways business through the most difficult time in the history of aviation – the integrated team; across the UK, US and Asia incorporated media, data, creative and production that delivered strategy and communications from Brand, product, social, precision D2C, loyalty/currency and partnerships. The work developed for BA rekindled consumer love of the brand at one of its lowest moments, increasing brand preference to the highest levels in over 10 years and winning awards at the Clio's.

[LinkedIn Profile](#)

<https://www.linkedin.com/in/craig-burleigh-4170388>

Key team bios



| | |
|------------------------------|------------------------|
| Name | Jo Arden |
| Job title | Chief Strategy Officer |
| Years with the agency | 1 month |
| Total years of experience | 20+ years |
| Role on business | Strategy Lead |
| Office Location | Ogilvy London |
| Previous agency | Publicis |
| Job title at previous agency | Chief Strategy Officer |
| Years with previous agency | 2 years |

Relevant client experience

As the strategic lead for Ogilvy UK, it's Jo's job to get the best strategic minds around our clients' problems. Creating truly Borderless Creativity starts with strategy that is similarly expansive. She leads a multi-discipline team who think about people, businesses and brands in different ways – providing the foundations on which creative brilliance can be built. Prior to joining Ogilvy she has led multi-discipline teams at Publicis and at MullenLowe on clients including Unilever, Bupa, The Co-operative Bank, Dulux, UK Government (the NHS, Covid response and EU Exit Preparedness), Renault, General Mills and Mondelez. She is a Fellow of the IPA and co-convenor of the IPA Effectiveness Awards 2022.

Mondelez (Trident & Stimorol) – working with the UK and Europe team to give chewing gum new relevance and address a 20-year decline in chewing gum. This involved a multi-generational study about the reasons to chew / not chew looking at psychology, physiology and cultural trends to land on a whole new reason for people to chew.

Unilever – leading a team of global strategists working across Persil, Knorr, Axe and TRESeme to develop overarching global strategies and delivery through in market campaigns.

Drinkaware – (the UK alcohol harms prevention charity). Exploring the underpinning causes of alcohol dependency and the cultural shifts which lead to excessive consumption. Developing propositions for alcohol reduction including switching to LONO options working in partnership with alcohol brands.

LinkedIn Profile

<https://www.linkedin.com/in/cspublicispoke/>

Key team bios



| | |
|------------------------------|-----------------------------|
| Name | Dede Laurentino |
| Job title | Chief Creative Officer |
| Years with the agency | 8.5 years |
| Total years of experience | 31 years |
| Role on business | Creative Lead |
| Office Location | Ogilvy London |
| Previous agency | TBWA\London |
| Job title at previous agency | Executive Creative Director |
| Years with previous agency | 3 years |

Relevant client experience

André Laurentino, better known as Dede, is the CCO of Ogilvy UK. Brazilian born Dede was one of Brazil's most awarded art directors for 10 years. He then became a copywriter and soon went on to win the same accolades in his new role. Over the past 25 years, he's done award-winning work for brands such as Visa, Volkswagen, Audi, Nissan, adidas, Hellmann's, Dove, Comfort and many others.

Dede has over 30 Cannes Lions to his name, as well as D&AD and The One Show pencils. Alongside his career in advertising, Dede is a published author (a novel in 2005, collected essays in 2017) and also wrote TV series for Globo TV – Brazil's largest TV network. He was a regular columnist for newspaper O Estado de S. Paulo for 10 years and has collaborated with drawings and cartoons for various magazines and newspapers.

Visa – Contributed, presented and won the global pitch for the VISA account in 2008. Dede was appointed global creative director for VISA's sponsorship deal with the FIFA World Cup.

Volkswagen – For 7 years, he developed many national campaigns for Volkswagen Brasil.

Dove – Dede was Global ECD for Unilever at Ogilvy for 5 years. Dove was one of the brands he oversaw. During that time, the brand won 8 Cannes Lions and the overall enjoyment of Dove communication grew 10x. Dede also oversaw the launch of Baby Dove, for which they received a Cannes Lion in 2018. He also led and won the global pitch for Dove Men +Care for Ogilvy.

Adidas – Dede's brand activation for adidas #jumpstore was the brand's most successful activation in the UK. The idea won 7 Cannes Lions that year. Later, Dede also led and won the adidas global pitch for the Brazil World Cup in 2014.

Unilever - Dede was Global ECD for Unilever at Ogilvy for 5 years. He worked on global brands such as Dove, Comfort and Hellmann's, winning Cannes Lions for every one of them. In this role, he led creative teams from all parts of the world, and helped develop a Content Studio for Unilever at Ogilvy.

[LinkedIn Profile](#)

<https://www.linkedin.com/in/andre-dede-laurentino-66909540/>

Key team bios



Name

Roberto Fara

Job title

Chief Creative Officer

Years with the agency

2.8 years

Total years of experience

25 years

Role on business

Creative Lead

Office Location

Ogilvy Madrid

Previous agency

R/GA

Job title at previous agency

Executive Creative Director

Years with previous agency

7 years

Relevant client experience

Born in Buenos Aires – Argentina, he has lived and worked in Buenos Aires, Barcelona, Madrid and New York. Roberto Fara has over 20 years of experience in Design, Art Direction, User Experience, Product Design and Advertising. Currently he is Chief Creative Officer at Ogilvy Spain, leading the creative discipline for the offices in Barcelona and Madrid.

Roberto has stood out throughout his long career due to his great ability to create brand experiences, advertising campaigns, products and services for some of the most important brands such as Nike, Google, Samsung, Microsoft, eBay, Audi, Diesel, Coca-Cola and Converse. His work has been showcased and recognized internationally in different Festivals and Awards, where he is often invited as a jury and to share his passion for art, technology and design.

Now at Ogilvy he leads the work for brands like CruzCampo, El Aguila, DolceGusto, Nescafe, Audi, VolksWagen, Zalando, Philadelphia among others.

Nike

He has worked for different Nike's categories like football, running and sportswear. He collaborated with the team that redesigned nike.com and created fuel band.

Samsung

For 4 years he has leaded the global account for Samsung mobile and tv. He has been part of the creation of the platform Do What You Can't and has created several ad campaign for different phone launches.

CruzCampo

Roberto has worked on the new platform for CruzaCampo, an Andalusian beer part of the Heineken group. The campaign "heavily accented" with Lola Flores has been recognized with the national grand prix for creativity and efficiency, becoming one of the most relevant campaigns in the history of Spain.

LinkedIn Profile

<https://www.linkedin.com/in/robertofara/>

Key team bios



| | |
|------------------------------|-----------------------------|
| Name | Catherine Sackville - Scott |
| Job title | Senior Strategic Planner |
| Years with the agency | 5.6 years |
| Total years of experience | 11.5 years |
| Role on business | Social & Digital Lead |
| Office Location | Ogilvy Brussels |
| Previous agency | Liquorice DigitasLBI |
| Job title at previous agency | Head of Social Media |
| Years with previous agency | 1.5 years |

Relevant client experience

With one eye always on what's next for the Social and Digital space, Catherine honed her planning expertise at some of South Africa's pioneering digital agencies working on a range of clients in the FMCG, Food & Beverage and Retail categories. She was named South Africa's Social Media Marketer of the Year in 2013 at the Bookmark Awards.

In 2017 she joined Ogilvy Cape Town, relocating to Ogilvy Social.Lab Brussels a year later. Recent projects focus on Brand Purpose communications for Social and Digital. She also sits on the DEI boards for Ogilvy Brussels and WPP Belgium, and is passionate about digital communications as a tool for inclusive cultural progress.

Distell – led Social Strategy for several years on a range of brands for Distell, South Africa's leading producer and marketer for wines, spirits, ciders and RTD beverages. Brands include Savanna Cider, Hunter's Cider, Klipdrift Brandy, 4th Street Wine and Three Ships Whisky.

AB InBev, Carling Black Label – led Social strategy for the 2017 Carling Cup, a major sports event between South Africa's top two rival football clubs.

Hellmann's – Social & Digital Communications Lead in a multi-agency team responsible for activating the brand's "Make Taste, Not Waste" purpose through a behavioral change program designed to help families reduce household food waste.

VANS Europe – currently delivers Social engagement strategy for Vans key European markets to build brand preference and cultural resonance across platforms like Instagram, Twitch and TikTok.

Philadelphia – developed strategy for the brand's Global Market Playbook on communicating Sustainability positioning for the Digital & Social space.

Dove – worked on building the brand's early social presence in South Africa, localizing and activating several brand and product campaigns.

LinkedIn Profile

<https://www.linkedin.com/in/catherinesackvillestcott/>

Our tried & true principles

01

Continuity

Our goal is to minimize any and all disruption to your business

02

Simplicity

The key is keeping the process structured

03

Accountability

Clear ownership of all tasks so you always know who to turn to

04

Transparency

The key to creating trust (and alleviating most issues)

05

Partnership

Shared values, behaviours, and objectives

Our 8-step plan to transition the business from internal kick-off to launch and into Business as Usual (BAU)

Kick-Off: TBD



Case study – MONDELEZ



BACKGROUND AND KEY CHALLENGE

In June 2019, Mondelēz International embarked on a global agency network review in their quest to “lead the future of snacking.” Out of this review, Ogilvy become the lead global network to manage the Mondelēz Chocolate, Candy, Meals and Beverages portfolio, which includes world-famous brands such as Milka, Cadbury, Tang, Halls, Philadelphia Cream Cheese, and Sour Patch Kids. The brief was simple: create one model for global governance and operations and take singular accountability for delivering best-in-class capabilities, talent and resources. This was a complex task given MDLZ are a highly decentralized marketer with 80% of the business outside the US operating under a “local-first” marketing mantra.

SOLUTION

Ogilvy and WPP devised the 90-day Transition Plan (exemplified to the right) to transition 30 brands over 45 markets across the globe and in conjunction with additional agency partners within the MDLZ IAT.

Our pioneering service model, based on three core pillars (Creative Excellence, Digital Leadership and Strategic Stewardship), was the result of a thorough assessment to evaluate the capabilities we needed to deliver against Mondelez’s growth agenda on a global and local level. It was simple and flat to allow easy access and connection to our best talent. It reflects Ogilvy’s ultimate goal to simplify our creative structure, drive top-level brand strategy across the enterprise, while maximizing our clients’ ability to scale locally and globally.

RESULTS

Our approved transition defied expectations.

3 years on, marketing ROI improved by

30%



Client satisfaction scores have grown from

7.1 in 2020 to 7.0 in 2021

across all business units and brands, and the work is driving brand growth across categories.

Since 2019, MDLZ has averaged

4+%

topline growth across our categories

“Mondelēz trusts Ogilvy – you get us, you speak our language.

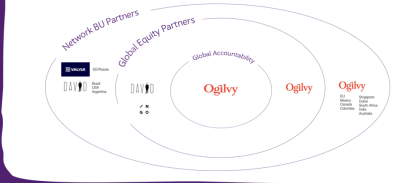
You’re clear & transparent.”

Martin Renaud, CMO

SERVICE MODEL DESIGN PRINCIPLES

- 1 Ogilvy accountable for global governance, operations and leadership
- 2 Ogilvy the guarantor of best-in-class capabilities and talent
- 3 Custom office model built by Global Brand and Business Units based on strongest WPP agency
- 4 Ogilvy is the “front door” to WPP providing objective evaluation of needs and agencies; recommendation of best partners
- 5 Deep creative and media integration in Ogilvy & Wavemaker BU’s

THE OGILVY WPP MODEL



The Brand Transition Process

1. Process is local – BU to BU – and MDLZ mandated to facilitate smooth Transitions
2. Ogilvy / WPP BU leads to contact allocated 2x local MDLZ BU lead Transition clients from Marketing & Procurement ASAP, per contract left provided
3. 2x local MDLZ BU Transition leads will brief our local Ogilvy / WPP BU leads, to review and finalize all brands / brand capabilities to be transitioned across local, regional & global brands
4. MDLZ Transition leads will also clarify any brand capability specifics, e.g. Cadbury Digital may be transitioning to Ogilvy from local independent shops in certain markets
5. The “Open House” BU Brand Transition meeting is an opportunity to showcase the best of Ogilvy / WPP and introduce or reintroduce ourselves
6. We’ve been asked to report back closely & regularly to MDLZ through 2020/21 on the progress and success of our Brand Transitioning – includes any issues step – at a local BU and Global Brand level, more details on reporting to follow...
7. BU & Global Brand Transition (Shareback) Reporting templates & training will be shared shortly
8. The following list of Transition Brands is a starter list from the Global MDLZ team, but by no means the final list per BU
9. Please ensure you keep a track of any additions or changes following your BU meetings, and share back asap with our Ogilvy / WPP Global Team

*As a whole, M&B clients shouldn't be running across the whole WPP House (L&A, M&S)

We help our clients
tackle the world's
truly existential crises
at every stage of
their sustainability
journey.



We Are Architects of Impact.

2020-2030 is the decisive decade for sustainability – it will determine the outcome of the world's sustainability efforts. We believe that purpose is pointless unless it results in impact.

But there is no one blueprint for success.

By raising ambitions, we work with corporates and brands, governments and NGOs to accelerate the transition to a more inclusive and regenerative world.

We help clients to thrive within planetary boundaries by pushing the limits of creativity and innovation to deliver measurable impact across business and society.

We create shared agendas across diverse stakeholders and protect our clients' triple license to operate (government, public, financial).

We amplify and increase credibility by brokering unique, industry-leading partnerships.

With breakthrough strategies and bold creativity, we deliver transformation for our clients and brands, society and the planet.

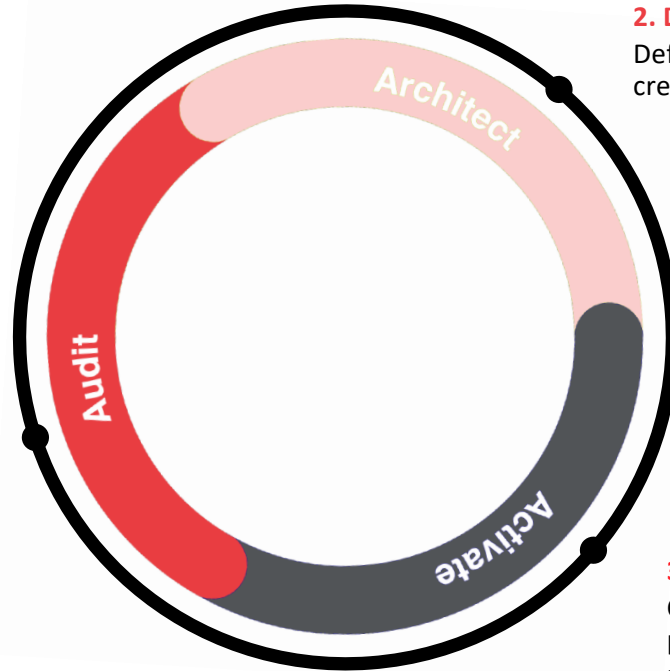
Our *Triple A Model* for building sustainable impact

—

Clients come to us with different challenges and on different stages of their impact journey.

1. Analyze and evaluate your impact

Deep dive into current strategy, competitor landscape, materiality analysis, existing commitments and stakeholders to define credible strategic territories.



2. Design your impact strategy

Define the strategy, commitments and creative platform.

3. Activate impact plan

Cascade strategy to other portfolio brands. Identify potential partners and develop go-to-market plan.

We audit to identify leadership positions & mitigate risks

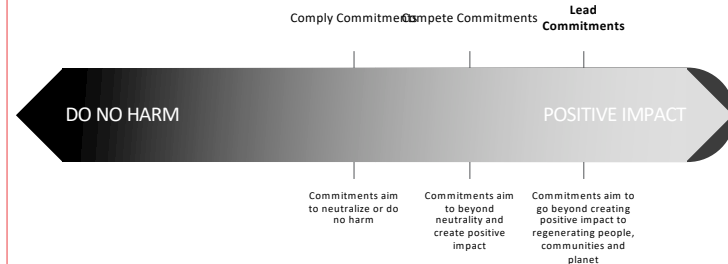
1. Audit

Analyze and evaluate impact

Example activities in this phase

- Analyze existing strategy
- Map competitor activity
- Audit investment, resourcing and measurement of initiatives
- Define materiality assessment of potential issues
- Develop key external and internal stakeholder taxonomy
- Evaluate corporate, brand and sector reputation drivers
- Assess cultural context
- Build the business case

Exemplar output: commitment mapping



We architect an impact strategy & your key reputation drivers

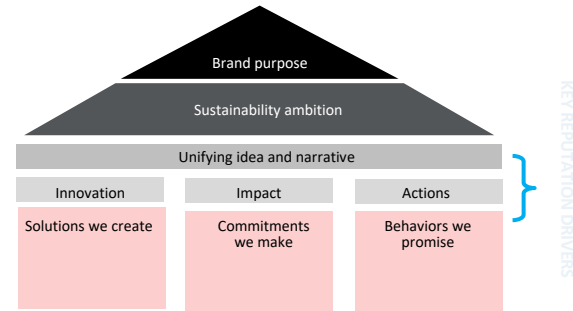
2. Architect

Create impact strategy

Example activities in this phase

- Construct solid strategic foundations
- Create an overarching brand purpose
- Define standout ambition and align with internal stakeholders
- Negotiate a win-win strategy for external stakeholders
- Agree commitments and measurement
- Manage reputational risk and reward

Exemplar output: commitment mapping



We activate your impact plan across all stakeholders

3. Activate

Activate impact plan

Example activities in this phase

- Develop unifying idea, narrative, creative platform
- Design communication and activation plans
- Create stakeholder engagement so everyone wins
- Broker broad partnerships that amplify impact and credibility
- Set impact metrics, KPIs and optimization plans

Exemplar output: commitment mapping

Partnership strategy that leverages our relationships



Creative development and execution through the Ogilvy global network



scJohnson

Key Deliverables

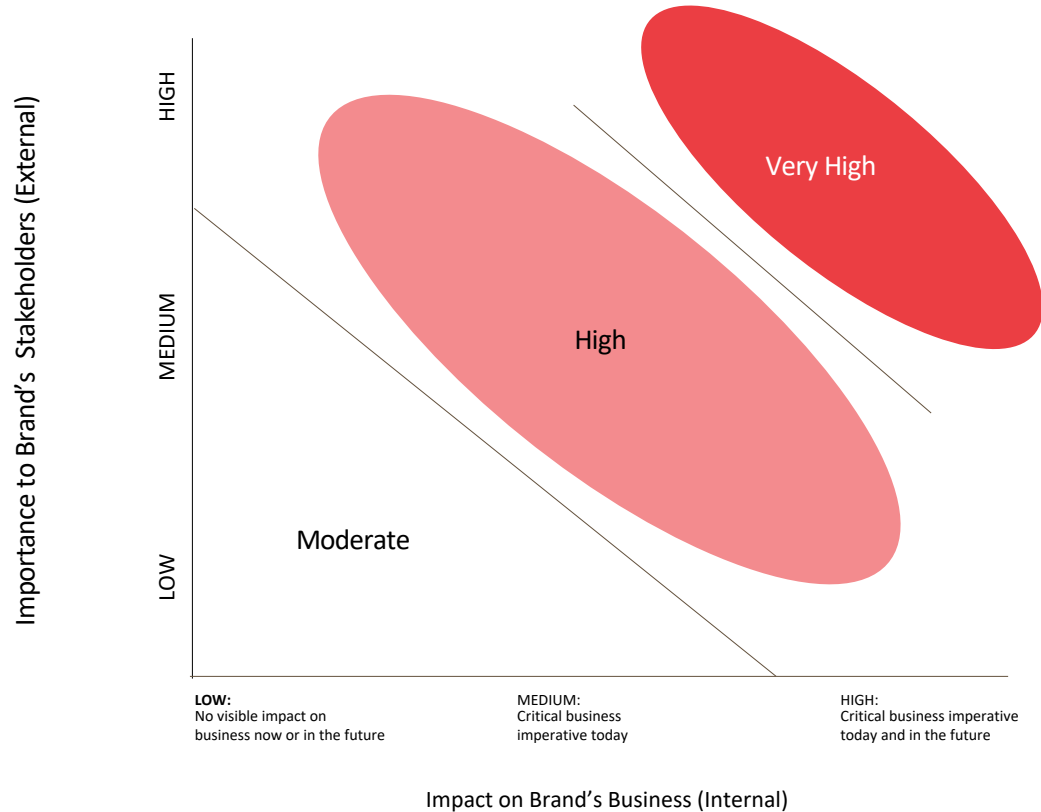
OGILVY

-
- 1. Issue mapping*
 - 2. Ambition framework*
 - 3. Prioritization system*
 - 4. Strategic house*
 - 5. Measurement approach*

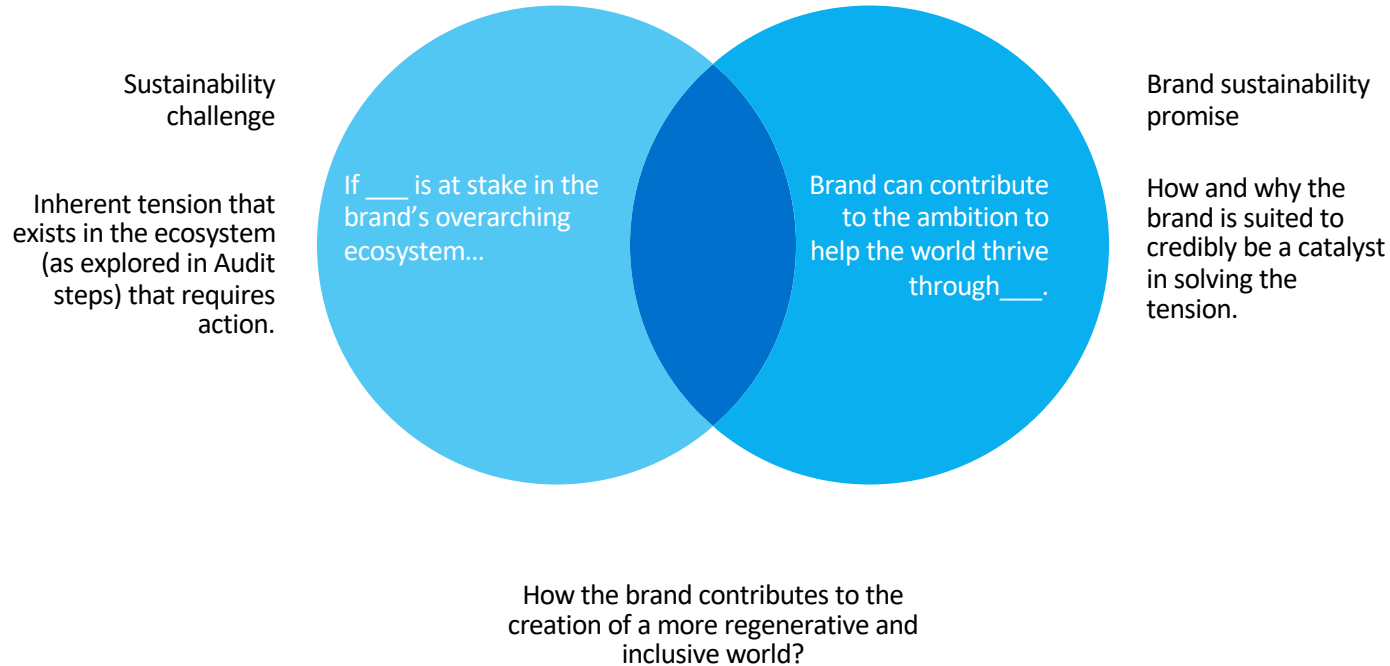
1. Mapping defines issue importance

Importance vs. Impact Mapping

A light materiality assessment will identify what's most important to focus on based on stakeholder and desktop research findings



2. Framework defines long term ambition



3. Our System to Identify & prioritize actions

Possible brand actions the brand could take to support the sustainability platform

Lead

Where we can make the most impact on what matters most for our business.

Innovation

- Fill here...
- Fill here...
- Fill here...
- Fill here...
- Fill here...

Performance

- Fill here...
- Fill here...
- Fill here...
- Fill here...
- Fill here...

Citizenship

- Fill here...
- Fill here...
- Fill here...
- Fill here...
- Fill here...

Compete

Where we want to at least maintain pace with other leaders in our industry.

Innovation

- Fill here...
- Fill here...
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Performance

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Citizenship

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Comply

Regulatory compliance and meeting standard norms of performance and behavior. ALSO means delivery on long-term commitments

Innovation

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Performance

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Citizenship

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VMLY&R

Holding Group: VMLY&R

Year Founded: 1926

Lead Office: Kansas City, MO

Other offices: Madrid, Paris, Rome, London, Atlanta, Vienna, Lagos, Ho Chi Minh, Singapore,

Global Headcount: 12,620

Top Clients: Ford, Colgate-Palmolive, Pfizer, Intel, Coca-Cola

New Business Wins: Facebook (Oculus, Portal, Horizon), Microsoft Store, Coca-Cola, Myriad Genetics, Emergent BioSolutions, Sam's Club, Volkswagen, Wendy's, Walgreens, Boots, Intel, BASF, Lidl, Zespri, Kraft Heinz

Accounts Lost: NAPA Auto Parts, TUI, Bayer, Unilever



Total Creative Score: 71.2%

Highlights

- + 2nd highest Agency structure and experience
- + Longest team tenure 11 years versus average of 9 years
- + Multiple account wins (i.e. Coca-cola, Zespri)

Watch Outs

- Short client tenure (average 5 years)

AROUND THE WORLD, AROUND THE CORNER

The Heineken Partnership: Creative Brewmasters

The approach at the heart of VMLY&R's mission is to harness creativity, technology and culture to create connected brands that drive value for clients.

As a value-add to your business, VMLY&R would form a council of regional, discipline, and global brand creative leaders selected from across the global network who live and breathe our mission on a daily basis.

This leadership team would serve to ensure all teams are delivering inspiring work that truly makes an impact wherever and whenever people are. They will apply a laser-sharp focus to enhance creative product, set and launch creative initiatives, and analyze the creative performance for each office and partner within VMLY&R. And hopefully help Heineken continue to produce some award-winning work!

NORTH AMERICAN LEADS



Jason Xenopoulos
Global Creative Lead



Walter Geer
Global Experience Design Lead



Cinzia Crociani
Creative Lead, U.S.

UK LEADS



Laurent Simon
Creative Lead, UK



Dayoung Yun
Creative, UK



Debbie Ellison
Commerce Lead, UK

EMEA LEADS



Jaime Mandelbaum
EMEA Creative Lead



Jordina Carbó Pascual
Creative Lead, Spain



Valerie Madon
Creative Lead, APAC

APAC LEAD

SOUTH AFRICA LEADS



Tshegofatso phetihe
Creative Lead, Africa

LATAM LEADS



Nino Goldberg
Creative Lead, LATAM



Rafa Pitanguy
Creative Lead, Brazil

KEY TEAM BIOS



| | | | |
|---|---|---|---|
| Name | Andrew Dimitriou | Alice Hunter | Jason Xenopoulos |
| Job title | CEO Europe, Middle East, Africa. Global Client Lead. | Managing Director, Network, Social & Activation | CCO, North America |
| Years with the agency | 23 (with WPP) | 9 (with WPP) | 10 |
| Total years of experience | 25 | 28 | 25 |
| Role on business | Global Team Lead | Global Business & Operations Lead | Global Creative Lead |
| Office location | Paris/London | London | New York |
| Previous agency | Rapp Collins | Ogilvy | NATIVE (acquired to become VML South Africa) |
| Job title at previous agency | Account Executive | Managing Partner | Founder and Chief Creative Officer |
| Years with previous agency | 1 | 4 (included above) | 3 |
| Relevant client experience (List clients from existing and previous job and add description of their role in <300 words.) | <p>Managing global clients: Colgate-Palmolive, Sanofi, Xerox across all disciplines (brand, media, Digital, ecommerce)</p> <p>Sports sponsorships: UEFA, 2020 (branding and design), UEFA Champions League (Lay's)</p> <p>Restricted marketing: Pharmaceutical, tobacco, and liquor (Pernod Ricard brands)</p> | <p>Managing Global Clients: Ford of Europe: Experience leading global and regional businesses with bespoke operating models to best suit their ambitions. Oversees the regional team, managing multiple partners. Dove global and Mars Petcare Europe centrally led, locally executed; PepsiCo snacks in the UK tactically supporting local jewels.</p> <p>AOR experience on alcohol brands: Gordon's Gin and Bass Brewery.</p> <p>Restricted marketing: Analgesics (first TV ad I ever made was for SmithKline Beecham!) and Bayer.</p> | <p>Absolut Vodka: In 2017, he helped Absolut Vodka create a hip-hop album that sparked a creative revolution in South Africa and hit No. 1 on Apple iTunes.</p> <p>Other experience includes: Pernod Ricard (2013-2018); Jameson (2013-2018); Chivas Regal (2013-2018); Absolut Vodka Africa (2013-2018); Armstel South Africa (2017). Absolut Vodka U.S. (2019-2021)</p> |
| LinkedIn Profile | https://www.linkedin.com/in/andrewdimitriou/ | https://www.linkedin.com/in/alice-hunter-61396712/ | https://www.linkedin.com/in/jason-xenopoulos-0668301a/ |

Other relevant Info: Bio/ Awards/ etc



Click [here](#) to meet Andrew and view bio.
Password: creativeexcellence



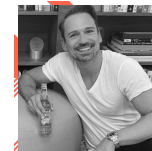
Click [here](#) to meet Alice and view bio.
Password: creativeexcellence



Click [here](#) to meet Jason and view bio.
Password: creativeexcellence

Awards: Cannes, D&AD, One Show, ADC, NY Festivals, Andys, Webbys, Dubai Lynx, Loeries, Creative Circle, IAB awards, Apollo Film Festival, The South African Guild of Editors, Hollywood Black Film Festival, Screen National Film & TV Awards. Click to view some of Jason's latest award-winning work [here](#) Password: Heineken2022

KEY TEAM BIOS



| | | | |
|---|---|--|--|
| Name | Anna Vogt | Ian Davidson | Dr. Andreas Ortner |
| Job title | Chief Strategy Officer, UK | Chief Strategy Officer, North America | Managing Director Strategy, UK |
| Years with the agency | 1 | 9 | 6 |
| Total years of experience | 16 | 18 | 18 |
| Role on business | Global Strategy Lead | North America Strategy Lead | Global Connections Lead |
| Office location | London | Kansas City | London |
| Previous agency | TBWA London | C3 | Deloitte Digital |
| Job title at previous agency | CSO | Manager, Strategy and Insights | Senior Manager, Customer Service & Experience |
| Years with previous agency | 4 | 3 | 1 |
| Relevant client experience (List clients from existing and previous job and add description of their role in <300 words.) | Global strategy with local nuance: British Airways, Persil, Adidas, Dulux, Sloggi Restricted categories: McVitie's, Lucozade Sports Sponsorship: 2020 Olympics Team GB | Global strategy with local nuance: Danone, PepsiCo, Ford Alcohol experience: Buffalo Trace, Wheatley Vodka, Weston Brewing Company Restricted categories: Natural American Spirits, Boehringer Ingelheim Vetmedica Sports sponsorship: Gatorade, Dick's Sporting Goods, Pedialyte | Alcohol experience: Diageo (Baileys) – social media strategy, KPI & measurement framework Restricted categories: - Sanofi (Allegra, Dulcolax, Novanuit) – digital strategy, measurement framework - BAT (VUSE, GLO, VELO) – brand platform development, comms planning, measurement framework |
| LinkedIn Profile | https://www.linkedin.com/in/anna-vogt-36a4a5/ | https://www.linkedin.com/in/ian-davidson-98909923/ | https://www.linkedin.com/in/dr-andreas-c-ortner-5190b231 |

Other relevant info:
Bio/ Awards/ etc



Click [here](#) to meet Anna and view bio.
Password: creativeexcellence



Click [here](#) to meet Ian and view bio.
Password: creativeexcellence



Click [here](#) to meet Andy and view bio.
Password: creativeexcellence



Meet Jon [here](#).
Password: creativeexcellence

Jon Cook

GLOBAL CEO

OUTSIDE OF THE OFFICE I CAN BE FOUND

I love hiking in Colorado whenever I have the chance.

I'M WATCHING

Currently watching the final season of Ozark. Please don't tell me how it ends — I want it to be a total surprise.

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

The person I really enjoy sharing a Heineken with is my dad. We watch and attend a lot of sporting events together and it's wonderful to have a special beverage with a very special person at special occasions.

For more than 26 years, Jon has been key contributor at VML — now VMLY&R — and he led the launch the combined agency as global CEO in 2018. VMLY&R is a global marketing force with more than 13,000 employees in 44 countries; principal office locations include Kansas City, New York, Detroit, London, São Paulo, Shanghai, Singapore and Sydney. Jon is a member of the WPP Executive Committee.

In 2020, VMLY&R and Geometry combined capabilities to form VMLY&R COMMERCE, providing world-class expertise at a time of unprecedented global growth in ecommerce. Prior to leading VMLY&R, Jon served as VML global CEO from 2011 to 2018. He joined the agency in 1996, and during his tenure, VML grew from 30 employees in Kansas City, Missouri, to more than 3,000 employees across six continents. Jon helped lead the agency to Ad Age A-List honors from 2016 to 2018.

VMLY&R was recently recognized by Campaign as the Best Place to Work for a global agency network and the best initiatives for Global Diversity and Inclusion. In 2021, Jon again led the agency to top 10 A-List recognition. VMLY&R was also recognized as Network Agency of the Year by the Drum and Creative Network of the Year by Campaign. Jon was a finalist for the Drum 2021 CEO of the Year and Campaign US 2019 Advertising Agency Head of the Year. The agency has repeatedly been recognized by Forrester and Gartner for leadership and expertise in global marketing, digital experiences, and commerce services.

VMLY&R is proud to serve some of the world's most recognized and respected brands, including Coca-Cola, Colgate-Palmolive, Danone, Dell, Ford, Intel, Microsoft, New Balance, Pfizer, Sherwin-Williams, United Rentals, the U.S. Navy, and Wendy's.

Jon graduated from the University of Missouri in 1993 with a bachelor's degree in journalism. In 2018, Jon delivered the commencement address at the Missouri School of Journalism graduation ceremony. He relishes spending time with his wife, Lisa, and their three daughters. The family especially enjoys hiking together.

OUTSIDE OF THE OFFICE I CAN BE FOUND

On the football pitch (these days as a defender) vs. my younger days of left winger.

Or on the tennis court. My secret is my backhand is much better than my forehand.

I'M WATCHING

I am watching Tehran, an Apple Original ... when I am not watching football — which is rare :).

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

My kids when they are older.



Meet Andrew [here](#).
Password: creativeexcellence

Andrew Dimitriou

GLOBAL TEAM LEAD
VMLY&R EMEA

Andrew is responsible for managing VMLY&R across EMEA. Prior to his current role, he led Y&R EMEA for three years — which included being awarded Regional Cannes Creative Network of the Year (2017) and Effectiveness Network of the year (2016). He's most recently been shortlisted for Agency Leader for three years in a row by Campaign Magazine.

Before leading VMLY&R, Andrew led WPP's Red Fuse unit across Europe. Before leading Red Fuse, Andrew was the global managing director on the Hill's Pet Nutrition account, which was handled by VMLY&R Kansas City, VMLY&R Prague and VMLY&R Tokyo.

Andrew is a true globalist and a thoughtful integrated marketer, no doubt because he is a creative and entrepreneurial thinker. He has shown his passion and commitment — for the business, our clients and the agency — since his early days in new business development.

He has worked at VMLY&R and WPP for 20 years on four continents, cutting his teeth in new business development at VMLY&R New York, then shifting to account management on clients like Xerox and Merck. He also served as client services director in Latin America, where he worked on a broad range of categories. He speaks English, Greek, and Spanish and is working on his French every day.

Andrew's native Australia may be evident in his every spoken word, but he is a true globalist. He is based in Paris, with his wife, Jennifer, and their twins, Zoe and Christian.

Relevant client experience:

Global Clients (Colgate-Palmolive, Xerox, Sanofi), Sports Sponsorships (UEFA 2020), UEFA Champions League (Lays), Restricted Marketing (Pharmaceutical, Tobacco, Liquor — Pernod Ricard)



Meet Anna [here](#).
Password: creativeexcellence

Anna Vogt

GLOBAL STRATEGY LEAD
VMLY&R LONDON

OUTSIDE OF THE OFFICE I CAN BE FOUND

Learning Pilates. I'm the one at the front of the class with all the gear and no idea. Being put to shame by pregnant and elderly classmates.

I'M WATCHING

Whatever my kids like. On repeat. On repeat. On repeat. Currently that's George Ezra.

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH ?

My grandfather in Germany who had lots of opinions when it came to beer.

Anna is the chief strategy officer at VMLY&R London and is responsible for the strategic output of the London office. She leads a 60-plus-strong strategy department and implements VMLY&R's global strategic studios into the UK market — addressing the most pressing challenges facing marketers to create category-leading thinking that builds connected brands.

Previously, Anna was at TBWA London, where she was chief strategy officer for the last four years. During her time there, the agency won the Health & Wellness Cannes Lions Grand Prix in 2021 for #StealOurStaff, and IPA Gold and Effie Grand Prix in 2018 for her work on Lidl's sustained effectiveness. She is also an inaugural member of the Creative Strategy Lion Committee and co-developed the research behind its creation.

Relevant client experience: Anna has led the global strategy creation and local market execution for many of the world's biggest brands including British Airways (How do we export Britishness?), Persil (How do you celebrate 'Dirt is Good' from South America to Europe?), Adidas (How do you reflect youth culture authentically?). She is a former competitive swimmer for Germany and author of 'The Rebuilders — Going from Setback to Comeback in Business and Beyond'.



Meet Alice [here](#).
Password: creativeexcellence

Alice Hunter

GLOBAL BUSINESS AND OPERATIONS
LEAD
VMLY&R LONDON

OUTSIDE OF THE OFFICE I CAN BE FOUND

Trying to decode my 10-year-old's drawings and either planning the food, cooking it or eating it.

I'M WATCHING

I'm beyond excited that theatres are back open. I'm playing catch-up so I have been twice in two weeks. They were brilliant.

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

Being able to have a drink again with a group of friends is just perfect. If the sun shines and the beer is cold, I couldn't ask for better.

Alice looks after the network, social and activation element of the Ford business across Europe for VMLY&R. She was a fundamental part of transitioning the Ford business to VMLY&R from GTB, another WPP agency. She moved to work on the Ford of Europe business because of the depth of integration and the drive for innovation to create conversations through new and diverse channels.

Alice has worked in client engagement throughout her career at agencies, spanning both startups and ad industry behemoths. Whether a domestic or multimarket business, she is always intrigued by how much the same brand or category can vary across the globe and how she can find the solutions, from reigniting the appeal of gold jewellery to promoting the values of electrified cars. Sustaining the success of an iconic brand like Dove globally and bringing relevant meaning to its purpose has been both a challenge and a privilege.

Relevant client experience:

- Experience leading global and regional businesses with bespoke operating models to best suit their ambitions.
- Ford of Europe: Oversees the regional team, managing multiple partners.
- Dove global and Mars Petcare Europe centrally led, locally executed;
- PepsiCo snacks in the UK tactically supporting local jewels.

Historic AOR experience on alcohol brands includes Gordon's Gin and Bass Brewery.

Restricted marketing: Analgesics (first TV ad I ever made was for SmithKline Beecham!) and Bayer.



OUTSIDE OF THE OFFICE I CAN BE FOUND

Walking along the aqueduct near my house in Westchester, New York.

I'M LEARNING ABOUT

NFTs, the Metaverse, and how these emerging technologies will reshape our society, our culture, and our economy.

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

My best friend and creative partner.

AWARD-WINNING WORK

Click to view some of Jason's latest award-winning work [here](#) >>

Password: Heineken2022



Meet Jason [here](#).
Password: creativeexcellence

Jason Xenopoulos

GLOBAL CREATIVE LEAD

Jason is an award-winning creative director, filmmaker, and serial entrepreneur. He is regarded as one of the pioneers of the branded entertainment and digital marketing industries.

As the regional chief creative officer of VMLY&R North America, Jason is responsible for driving VMLY&R's long-term vision and creative leadership. Jason is an accomplished entrepreneur whose creative ventures span all areas of media, from film and TV to music, advertising, and the internet. He's been a driving force as an agency founder, CEO, and award-winning commercial and film director.

Prior to his role at VMLY&R, Jason founded NATIVE in 2010. The company grew into Africa's leading digital agency before becoming part of the VML network in 2013. Under Jason's leadership, NATIVE VML won a host of local and international awards, including being named Global Entertainment Agency of the Year at Cannes Lions in 2017.

Jason was crowned All Africa Entrepreneur of the Year at the annual CNBC All Africa Business Leaders Awards, which honors remarkable leadership and business game changers. Jason also regularly judges local and international award shows, including Cannes Lions, New York Festivals, Andys, Webbys, Creative Circle, Loeries, and Dubai Lynx.

Relevant client experience:

Pernod Ricard (2013-2018)

Jameson (2013-2018)

Chivas Regal (2013-2018)

Absolut Vodka Africa (2013-2018)

Amstel South Africa (2017)



Meet Ian [here](#).
Password: creativeexcellence

Ian Davidson

U.S. STRATEGY LEAD

OUTSIDE OF THE OFFICE I CAN BE FOUND

Joyriding in my 1969 Jeepster Commando with my family.

I'M READING

Deep Survival: Who Lives. Who Dies. And Why. Such an interesting and powerful read about the will it takes to survive and the many surprising stories about those with zero skills or tools who rescue themselves, proving it's not about what you have, it's about who you are.

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

My wife. She's my favorite person.

Ian serves as the chief strategy officer for VMLY&R's many clients across North America. He leads a team of fearless planners, researchers, and strategists that infuse cultural trends, audience mindset, and brand authenticity into every brief, approach, and presentation.

He brings 18 years of experience with work that includes Gatorade, Sherwin-Williams, Frigidaire and Danone, among others. He believes that brands exist to solve human problems versus simply selling products or services. That we must give people credit for the lives they live. That our goal should never be to understand our audience, but to like them.

While his work has been recognized with Cannes Lions, Effies and Clios, he's not in it for awards. He's in it for the grit. The process. The love of finding a human story and making something beautiful out of it.

Relevant client experience:

Global strategy with local nuance: Danone, PepsiCo, Ford

Alcohol Experience: Buffalo Trace, Wheatley Vodka, Weston Brewing Company

Restricted categories: Natural American Spirits, Boehringer Ingelheim Vetmedica

Sports Sponsorship: Gatorade, Dick's Sporting Goods, Pedialyte

OUTSIDE OF THE OFFICE I CAN BE FOUND

In the gym or on the road cycling

I'M LEARNING

Spanish — as a new language helps me learn about a foreign culture

WHO WOULD I WANT TO SHARE A BEER OR CIDER WITH?

A tasty shandy with my cycle buddies



Meet Andy [here](#).
Password: creativeexcellence

Dr. Andy Ortner

GLOBAL CONNECTIONS LEAD

Andreas has been with the company since 2016 and is VMLY&R London's managing director of strategy. He leads a team of 30-plus data analysts, brand planners and connections strategists, working closely with global clients to create connected brands.

Since 2018, Andreas has been VMLY&R's EMEA lead for connections planning — an audience-first, data-driven planning approach for creating impactful brand and customer experiences. Since end of 2020 he has applied this thinking as leader of the connections strategy transformation for WBA/Boots.

Andreas has led a variety of strategic transformation and innovation programmes across several industries, like CHC, automotive, retail, and financial services. At the core of these programmes are a highly data-driven audience understanding, the development of state-of-the-art digital strategies, as well as aligned channel and content strategies, enabling the brands to communicate and connect directly with their consumers in a much more engaging way.

Previous to his agency life, Andreas gained more than 10 years of management consulting experience at Deloitte Digital and Accenture Interactive, where he was focusing on driving innovative customer experience solutions.

Relevant client experience: Diageo, Sanofi, Bayer, BAT (new categories)



Our Commitment to you

We understand the complexity of transitioning a business, and we understand the focus required to move a client's business without interruption. We have a proven track record of transitioning global clients across multiple markets and we've learnt that each company has its own unique culture, personality, ways of working and technology footprint. We have drawn on this experience to develop the following customized plan, which details our transition solution to make the Heineken Partnership a success.

GLOBAL CLIENTS

Complete Transition and Onboarding



Walgreens Boots Alliance



Our Transition Principles

Provide dedicated and specialist focus.

One of the pitfalls in transitions is that key individuals become immediately immersed in the day-to-day running of the business. Transition is a critical speciality and is best managed by workstream with operational and process specialists to minimise disruption to Heineken's business.

Agree to clear roles and responsibilities.

In a successful transition, all shareholders are clear on their roles. Owners and roles will be clearly laid out in our transition and timing plan. We will work with you to find complementary resources for the Heineken team and executive sponsors to ensure all 'hurdles' are cleared.

Have a transition plan and stick to it!

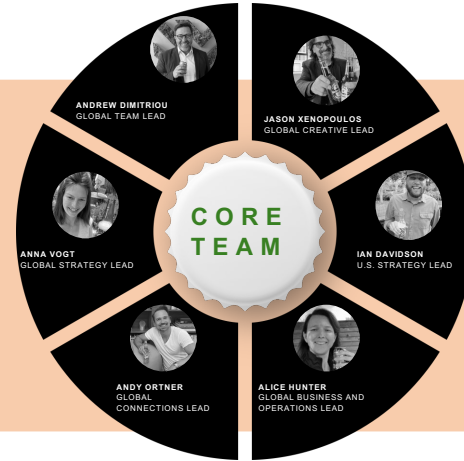
Sticking to an agreed-upon transition plan will help us win. Apart from being resourced and structured for success going into transition, it is essential that within the first two weeks all work, roles, workstreams, responsibilities, and timetables are explicitly assigned with clear goals, deliverables, expectations, and KPIs, by entity (new agency, incumbent, client, etc.) and by person. By laying out a clear plan, this enables VMLY&R and Heineken to successfully transition the business.

Activating 2 Parallel Teams

To ensure a clear onboarding focus while kickstarting a smooth transition process for the Heineken Partnership, we have carefully established two distinct teams to work in parallel.

Ready-to-go Team

A team of communications specialists who will ensure speedy and effective preparation. We'll be set to dive deep into the first challenge to ensure a quick and hands-on development of work with the Heineken global brand teams from day 1 of the partnership.



Dedicated Transition Team

To ensure an efficient transition for the Heineken Partnership, we've brought together a team of workstream transition leads to facilitate the process across the board. Led by Chris Wood, this team will be responsible for ensuring flawless execution in partnership with you and your partner agencies.



CHRIS WOOD
TRANSITION LEAD

- Minimise disruption to your business
- A successful transition through close collaboration and partnership
- A dedicated transition team
- A swift understanding of existing and planned work



DAVID GLADWELL
COMMERCIAL



ELKE VAN TIENEN
TALENT



ANN FRENCH
OPERATIONS



KEVIN BARGUS
PRODUCTION

High-level Transition Roadmap

Starting at Day 1

Leverage work done to date and carry momentum forward during the key phases of onboarding

By Day 30

A complete and detailed understanding of the Heineken business and operational ecosystem

By Day 60

Key transitions complete, with alignment on team operations and optimized ways of working

By Day 90

Full mobilization of the people, process and tools needed to execute across the entire SOW

Kickoff

1. Commercial

- MSA development
- SOW alignment
- Resource allocation

2. Production

- Ways of working
- Requirements
- Fees and rate cards

3. Training and Talent

- Broader client and agency team engagement
- Generate excitement

4. Operations

- Business requirements specified
- Roles and responsibilities identified
- Marketing learnings and best practices shared
- Review work in-market/in-production
- Current project prioritization
- Transition plan mapping begins with in-person work sessions setup
- Current vendor discussions (as needed)
- Current brand guidelines training
- Financial systems and process review
- Weekly status calls implemented: transition team, central team, ready-to-go team

5. Data

- Data discovery work session
- Systems and tech audit: data, production and media

Onboarded

1. Commercial

- Systems set up and team training

2. Production

- Current project prioritization
- Asset transfers

3. Training and Talent

- Talent assessment
- Align team tenets
- Talent needs identified
- Talent recruiting in-market
- Continue team building
- Drive deeper engagement across entire team

4. Operations

- Process and project structure
- Workflow documentation
- Project prioritization alignment
- Research methodology discussions

5. Data

- Internal and external audits
- Collaborative SharePoint team space
- Onboard agency to any proprietary client systems
- Begin data transition

Performing

1. Commercial

- Invoicing and billing in place

2. Production

- Ways of working agreed to

3. Training and Talent

- Training — Codify process
- Implement initial training plan with refinement ongoing

4. Operations

- Ongoing Project Implementation — Key project transitions continue for ongoing marketing initiatives
- Incumbent agency
- Migrate creative assets and rights management transferred

Fully Implemented

1. Training and Talent

- All resources implemented across partnership agencies
- Full training plan implemented

2. Operations

- Team space and DAM fully launched
- Project Implementation
- All projects transitioned

*CLIENT MEETINGS: 1-3 full-day meetings.
Kickoffs scheduled in Paris and Hong Kong.*

*CLIENT MEETINGS: 1-2 meetings per week.
Follow up if needed, per workstream.*

*CLIENT MEETINGS: 1-2 meetings per week.
Follow up if needed.*

Various projects pending.



successfully Transitioning a Multi-brand, Multi-country Account within 90 days

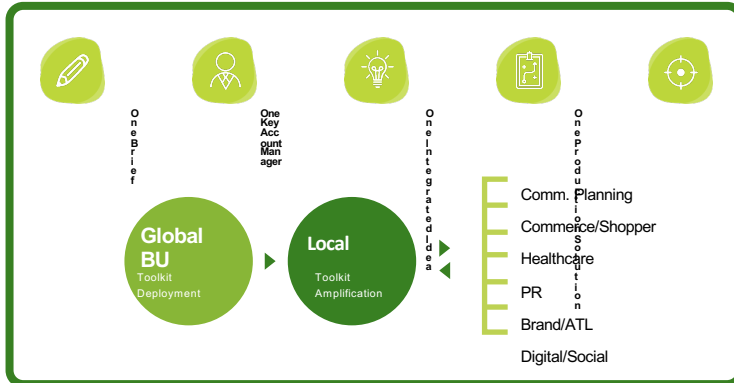
Our Customised Agency Model for Sanofi:

Before our alignment with Sanofi, the approach was locally driven with little consistency or efficiency across global brands. We took a client-centric approach to all of our operational initiatives on Sanofi.

We trained and embedded a global communications development process with the consumer journey at its heart — channel-agnostic expertise integrated throughout. This new process defined a common language around the world and clarified roles and responsibilities from global to local along governance mechanisms.

We built COEs in the U.S., Brazil, France, Singapore, and Australia to better serve Sanofi and its business needs, underpinned by one approach to global production, asset management, technology, and overall way of working.

The integrated approach was set up to simplify the process and maintain consistency and efficiency.



One Single Way of Working:

We simplified and harmonised a way of working together, allowing more time for bigger thinking and a stronger global and local partnership. By creating a consistent, simple process, we could work faster and be more efficient.

We developed 'The Sanofi Way', a new integrated campaign development process to deliver holistic brand experiences — advertising, HCP, PR, innovation, tech, shopper — designed with input from stakeholders across the client organisation — marketing, technology, IT, procurement, medical, regulatory. Clear RACIS (Responsible, Accountable, Consult, Inform, Support) and templates for each step were developed. The integrated way of working had three phases of campaign development with milestones along the way. These steps were identified to empower the teams with a common set of tools and templates that aid in the integration across the Sanofi network.



This global unified way of working is powered by a technology infrastructure. The Sanofi Creative Lounge is used by the Sanofi team and our teams to access assets, view both global and local projects, and review global project plans. It also houses a series of collaboration tools.

Within 90 days — as planned:

- Core team set up within 4 weeks
- Top 10 markets set up within 8 weeks with central governance

- across four consumer groups
- Ways of working established and process established for additional market ramp-up

Results

- A more effective and efficient go-to-market model
- Seven global brands launched in 65 markets to date

More than **600 clients** and agency team members trained on the new process in more than **30 markets**

First global campaign under new process appeared in 20-plus countries with strong performance

Accenture Song

Holding Group: Accenture

Year Founded: 1989

Lead Office: New York, NY

Other offices: San Francisco, Washington, D.C., Dublin, Rome, London, Paris, Beijing, Tokyo, Bengaluru

Global Headcount: 6,169

Top Clients: Chase
Kimberly Clark, Aria, Amazon, Coca-Cola

New Business Wins: N/A

Accounts Lost: N/A

Accenture Song

Total Creative Score: 65.8%

Highlights

- ✓ Good client experience (i.e. Canada Goose, Cola-cola, Brewdog)

Watch Outs

- Lowest team tenure, below overall average (5.2/9 years)
- 2nd lowest Team experience (21/22)



| | | | |
|---|---|--|---|
| Name | Liz Wilson | Will Hodge | Nik Studzinski |
| Job Title | Client Group Lead | Chief Strategy Officer | Chief Creative Officer |
| Years with the agency | 7 years | 10 years | 6 years |
| Total years of experience | 30 years | 20 years | 30 years |
| Role on business | Managing Director in Accenture Song's creative agency leadership team, and Accenture Song's Client Group Lead of Products including CPG. | Leads the strategic output across global and local clients from the UK. | Responsible for creative output across global and local clients from the UK. |
| Office Location | UK | UK | UK |
| Previous agency | Stack | Isobar | Droga5 |
| Job title at previous agency | CEO | Senior Planner | Executive Creative Director |
| Years with previous agency | 3 years | 1 year | 5 years |
| Bios and relevant client experience | <p>In addition to Accenture Song, Liz's experience spans a range of agencies and disciplines including: digital integrated marketing communications at Albion and Stack; advertising at Lowe, TBWA and Havas; and strategic brand consultancy at Brandhouse.</p> <p>Her client category experience includes FMCG, alcohol, luxury goods, internet businesses, automotive and retail amongst others and she has run a range of international client relationships including Unilever's Sure Rexona business, Sony PlayStation and Phillips Consumer Electronics.</p> <p>Liz is an IPA Fellow, a Member of IPA Council, a member of the WACL Executive (Women in Advertising and Communication Leadership) and speaks and writes on all of the above.</p> | <p>As CSO within Accenture Song, Will leads the strategic direction for the UK business and has worked with clients including the British Army, Diageo, Cobra, Confused.com, Lidl and Crown Commercial Service.</p> <p>Will has built a pioneering human insight team that takes a deep, holistic approach to understanding people by mixing human sciences with data science and then using that as a springboard for culturally relevant creativity.</p> <p>Passionate about ensuring we all work in an inclusive environment and raising awareness of disabilities hidden or visible, Will leads the DE&I strategy and sits on Accenture Song's 'Accent on Enablement' steering group. He is an advocate of responsible and ethical corporate behaviour as a means to drive commercial success in ways that do no harm to people or the planet.</p> | <p>Nik is one of the world's leading creative directors. He has been at Accenture Song for 6 years, developing award-winning work across the agencies client base. This includes helping Confused.com rise from 4th to 2nd in the insurance market, helping Lidl to outgrow their competitors to become the fastest growing retailer, and transforming the effectiveness of the British Army to become one of the most talked about campaigns in its history, with their highest targets in recent years.</p> <p>Prior to joining Accenture Song as Chief Creative Officer in London, he was at Droga5 both in New York and London where he was a founder of the European office. Whilst there, he was responsible for highly influential campaigns for PUMA, Mondelez International and The Coca-Cola Company. Before this, Nik was Executive Creative Director at Mother London, Executive Creative Director at Publicis London and Head of Art at Saatchi & Saatchi London, where he became the youngest board member in the agency's history.</p> <p>His alcohol experience includes working on brands such as Castlemaine XXXX, Courvoisier, Tetley, Newcastle Brown Ale, Amstell, Kahlua, Strongbow, Cobra and Lucky Saint.</p> |
| LinkedIn Profile | https://www.linkedin.com/in/lizwilson101/ | https://www.linkedin.com/in/will-hodge-b3bb353/ | https://www.linkedin.com/in/nik-studzinski-9122b731/ |
| Other relevant info: Awards (if applicable) | During Liz's time within Accenture Song, the regional office where she is based has been awarded Sunday Times Best Company to Work For for 7 years in a row where she was instrumental in driving the overall operations of the business. | Will has won multiple IPA Effectiveness Awards recognising his approach to long-term effectiveness, including building Costa coffee from a challenger brand into a 3.9bn global giant, hitting records for Plusnet and a Gold most recently for his ground-breaking recruitment campaigns for the British Army which continue to place the client at the heart of culture. | Nik's career highlights include multiple award-winning campaigns for Unicef, the United Nations, P&G, Renault, Cadbury, the British Army and Boots. |



| | | | |
|---|---|---|---|
| Name | Natasha Hanna | Katie Hunter | Simon Monaghan |
| Job Title | Managing Partner, Digital Brand Experience | Social & Influencer Lead (Social) | Creative Services Director (Project Management) |
| Years with the agency | 4 years | 4 years | 7 months |
| Total years of experience | 12 years | 14 years | +20 years |
| Role on business | Leads digital brand experiences for clients. | Katie is responsible for the development and growth of existing clients' social and content campaign components, consultancy on social implementation, planning and longer-term strategy and growing knowledge and activation of influencer-led campaigns to support wider campaign integration and creative outputs. | Simon is responsible for delivering against all clients' marketing and creative services requirements. |
| Office Location | UK | UK | UK |
| Previous agency | Accenture | OMD | Brands2Life |
| Job title at previous agency | Retail Consulting Manager | Director, Social & Influencer | Managing Director, Creative Services & Delivery |
| Years with previous agency | 6 years | 2 years | 2 years |
| Bios and relevant client experience | <p>With a passion for customer-centricity and brand building, Natasha started her career as a marketing graduate at a UK retailer before joining Accenture in 2011 focusing on Retail commerce. She then moved to Accenture Song in 2017 working in Digital and Experience Strategy and is currently a Managing Partner at Accenture Song. She has worked with a range of clients including Argos, Carphone Warehouse, The Body Shop, University of Manchester, Google and Sainsburys.</p> <p>In her current role she has set up a Brand Experience practise where she is responsible for driving better connection between business value and brand transformation. This allows her to blend creative, strategic thinking with analytical, technology-led solutions.</p> | <p>After spearheading PR campaigns for a range of clients including Red Bull, Virgin Media, John Lewis and giffgaff, Katie moved into Social Content before setting up the influencer marketing offering at OMD UK, working with clients including Disney, the PepsiCo portfolio, Hasbro and Grey Goose.</p> <p>As Social and Influencer Lead at Accenture Song, Katie leads a diverse team of PR, Social and Digital specialists and has helped brands including Arla, The British Army and Diageo to develop and grow their social and content campaign components.</p> <p>Katie also leads agency's internship programme and is Head of Mentee Relations and a board member for not-for-profit OkMentor.</p> | <p>Simon began his career managing innovation in the retail banking sector before moving into digital consultancy and agencies. He has over 20 years' experience on both agency and client side of the business, working in WPP and Publicis Groupe overseeing global operations and output for clients including Grolsch, Penfolds, Nestle, Bayer and others.</p> <p>He specialises in building teams and co-creating ways of working and operating models with clients to ensure effective creative output.</p> |
| LinkedIn Profile | https://www.linkedin.com/in/natasha-hanna/ | https://www.linkedin.com/in/katie-hunter8/ | https://www.linkedin.com/in/simon-monaghan-0aa0a41b/ |
| Other relevant info: Awards (if applicable) | | She was the winner of Campaign Female Frontiers' Mentor of the Year in 2022 and has developed award winning work for clients including the British Army, NCS and the Institute of Coding. | He has led teams delivering multiple Effies, Clios, Cannes Lions and D&AD award winning work including HSBC "We are not an Island", Shell "Power of Sport", GSOH "Ash to Art "and NCDV "Not such a beautiful game". |

Neil Heymann

Global Chief Creative Officer

<https://www.linkedin.com/in/nheymann/>

Neil Heymann has spent the last two decades at the forefront of the global advertising industry. Recognized for his collaborative leadership style and multi-channel brand storytelling experience, Neil is the Global Chief Creative Officer at Accenture Song.

He recently spent some time as a Founding Partner at Le Truc, an innovative, collaborative business model threaded across the Publicis Groupe. And prior to that, he spent time at TBWA, Crispin Porter + Bogusky and had a nearly 12-year run at Droga5 NY, most recently serving as the agency's first Global Chief Creative Officer. During that time, Neil was at the centre of many of Droga5's most effective, and influential campaigns, helping lead the agency to over 25 Agency of the Year wins, five Fast Company's World's Most Innovative Companies recognitions, and most recently, both Adweek's and AdAge's Agency of the Decade title. His work with Jay-Z, Microsoft, Prudential, Burger King and

Mailchimp have been awarded with Cannes Grand Prixes and Titanium Lions.

Neil was raised in Johannesburg and Sydney, and has the muddled accent to prove it. He's lived in New York since 2008. Through his years in advertising, he's been able to find a variety of outlets for his nerdy pop-culture obsessions, magnetic attraction to the internet, love of visual communication and preoccupation with wordplay.



Responsibilities:

Responsible for creativity across Accenture Song globally.

Nik Studzinski

Chief Creative Officer (based in London)

<https://www.linkedin.com/in/nik-studzinski-9122b731/>

Nik is one of the world's leading creative directors. He has been at Accenture Song for 6 years, developing award-winning work across the agency's client base. This includes helping Confused.com rise from 4th to 2nd in the insurance market, helping Lidl to outgrow their competitors to become the fastest growing retailer, and transforming the effectiveness of the British Army to become one of the most talked about campaigns in its history, with their highest targets in recent years.

Prior to joining Accenture Song as Chief Creative Officer in London, he was at Droga5 both in New York and London where he was a founder of the European office. Whilst there, he was responsible for highly influential campaigns for PUMA, Mondelez International and The Coca-Cola Company. Before this, Nik was Executive Creative Director at Mother London, Executive Creative Director at Publicis London and Head of Art at Saatchi & Saatchi

London, where he became the youngest board member in the agency's history.

His alcohol experience includes working on brands such as Castlemaine XXXX, Courvoisier, Tetley, Newcastle Brown Ale, Amstell, Kahlua, Strongbow, Cobra and Lucky Saint.



Responsibilities:

Responsible for creative output across global and local clients alongside other Creative Leads in Accenture Song.

Alan Kelly

Chief Creative Officer (based in Ireland)

<https://www.linkedin.com/in/alan-kelly-b9a53425/>

Alan has worked with both Heineken Ireland and Heineken global. Launching the Heineken Rugby World Cup (the bounce) is something that Alan is very proud of, as well as the Heineken Light (the new face of Heineken Light) campaign amongst others. Interestingly, Alan has also written many of the 'Carlsberg don't do' campaigns back in the day.

In 2018, his work for The Times London 'JFK UNSILENCED' generated worldwide coverage for its use of specialist AI technology to recreate the speech the 35th US president was meant to make in Dallas on the day he was assassinated – The Dallas Trade Mart speech. The project went on to win a prestigious Grand Prix at Cannes Lions 2018.

As Chief Creative Officer, Alan has led Accenture Song in Ireland to other Cannes Successes for The Irish Defence Forces and Daintree and recently landed an elusive D&AD Yellow pencil for 'Sleeping Flags' for client O.N.E. The Organisation of National Ex-Service Personnel. He is very active on the creative judging circuit and has been a juror at the D&AD, Cannes Lions,

DubaiLynx, LIA, Clio's and The One Show. He was also recently named on both Drum's global top 20 ECD report & Adweek's Creative 100 for 2019. Alan's leadership and vision inspires, not only the creative department that he leads, but the wider agency gang too, to always strive for better. He believes that brilliant relationships result in brilliant work, and has proven this time and time again.

Award-winning work:

- JFK Unsilenced for Times Uk (Cannes Lions Grand Prix)
- Sleeping Flags for O.N.E, (Yellow Pencil D&AD)
- Saylists for Warner & Apple Music (Cannes Lions Grand Prix)
- Unlock Alcatraz for Identv (Gold Clio).



Responsibilities:

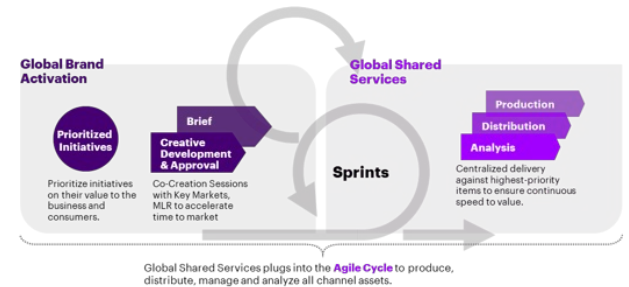
Responsible for creative output across global and local clients alongside other Creative Leads in Accenture Song.

Transition Strategy

What would be your plan, approach, and timeframe to ensure ways of working are successfully in place?

We will leverage our prior experience and proven methodology to transition seamlessly at scale

- Adequate onboarding time with a max mobilization period of 5-months.
- Due to the global nature of the Heineken footprint consisting of 150 countries, the complexities associated with standing-up a global infrastructure, and content volumes across diverse brands, we recommend a waved onboarding approach across 4 clustered groups of market types.
- We would work in close partnership with Heineken upon contract award to discuss priorities and market readiness to determine and refine the best approach for segmenting the markets for each wave.
- **For-market approach:** A transition and future working model tailored to and co-created with the regions and markets (not vice versa).
- **Performance:** Performance analysis and application of learnings as each subsequent wave rolls out to limit disruptions as much as possible.
- **Agile Methodology:** Once live, our *agile creative delivery model* will unlock exponential growth for Heineken
- **ROI:** Ability to realize estimate gains in creative and production efficiencies (5% – 20%) in consequent years which also incorporates a volume increase YoY.

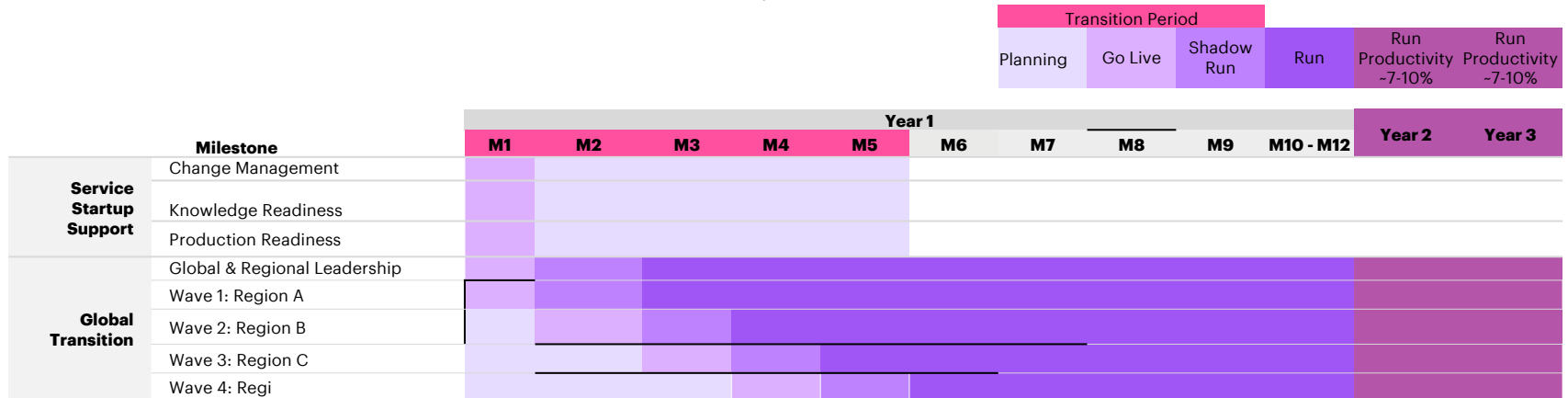


Accenture Song *agile creative delivery model*:

Collaboration and market teamwork enable continuous improvement and optimization, and in turn, growth.

Plan on a Page

What would be your plan, approach, and timeframe to ensure ways of working are successfully in place?



Planning

- Identify key stakeholders & Service Startup team
- Agree on Transition Approach
- Create detailed Transition Plan
- Establish governance cadence

Go Live

- Onboard the team
- Initiate access enablement
- Conduction foundation learning where required

Shadow Run

- Transcreate and deploy global campaign
- Identify improvement areas
- Update SOPs, define to-be processes

Run

- Demonstrate ability to operate independently
- Continuous agile optimization

• Design Thinking

11.1 What is your agency's design thinking for sustainable development?
(from Brief to Assets delivery)...

How we approach design thinking for sustainability

Sustainability is working to make a positive impact on the world. This means putting the needs of people and planet at the heart of our thinking, decision making and actions, while considering how to sustain a profitable business.

We have embedded sustainable development across the design process by:

- We work cross-functionally and bring together strategists, creatives, innovators, and Subject Matter Experts from across Accenture and the client's team. We also invite experts from further afield as needed.
- We have upskilled all staff to understand sustainability and provide ongoing inspiration of developments in the area
- Developing world class communications and CX is not entirely linear, and we embrace this. As a team we are alert and constantly learning and refining.
- We connect with citizens/consumers who are at different stages of their own sustainable journey, from early adopters to mainstream.



People



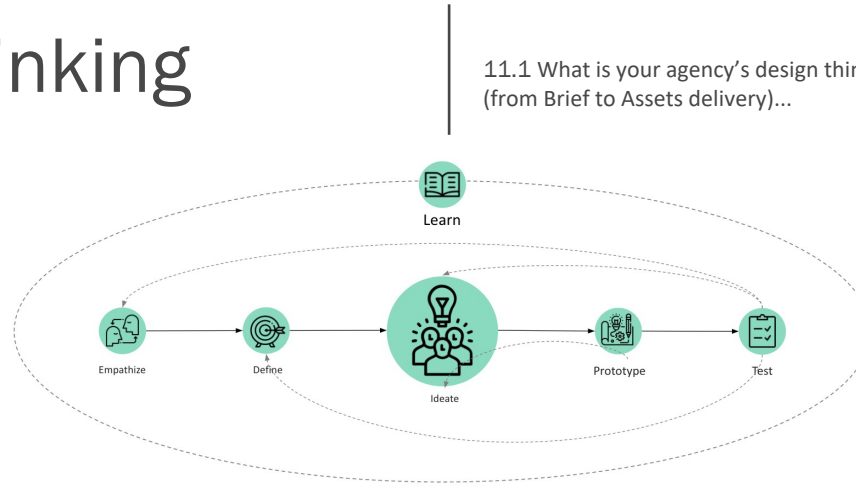
Planet



Business

• Design Thinking

11.1 What is your agency's design thinking for sustainable development?
(from Brief to Assets delivery)...



Empathize

The Strategist leads this stage, but everyone is involved. We have visited farms, learned to compost, followed consumers for a 'day in the life' as well as trawling quantitative studies, online social listening and running our own research to develop a rich point of view on the consumer and the sustainable challenge. We recently conducted a piece of proprietary research called 'Anarchist in Slippers' to chart sustainability across people's lives. Sustainability is throughout the client organisations too, so we investigate how it is managed and interacts across the business.

Define

At this stage we clarify the Cultural Truths, Consumer Truths, Company Truths and develop clear communication insights. We ensure sustainability challenges are embedded. By having broader truths as well as a focussed insights, we can develop clear single-minded communications that marry innovative solutions to connect with the consumers more broadly.

Ideate, Prototype & test

These three stages can involve a few highly immersive sprints to create potential solutions where we ideate, quickly prototype and then test our solutions. We examine other sustainable solutions from around the world to see what we can learn and build on.

We develop creative communications platforms, and work closely with our client team to ensure they can deliver against all the communications objectives. We show how the customer experience or broader initiatives work to land the over-arching brand and communications objectives. We ensure final solutions are integrated, holistic and sustainable.

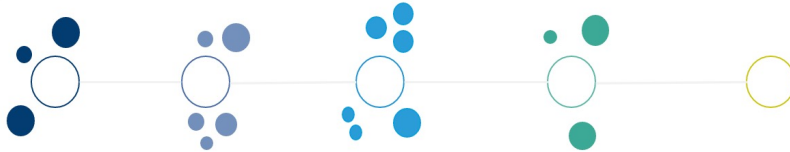
• For Heineken

Evaluation & Impact Reporting

Our Evaluation Model is the Problem Solution Mapping

With this methodology, we ensure we are meeting all the goals of the project. We have used this process with a large government client recently on a project for electric vehicles.

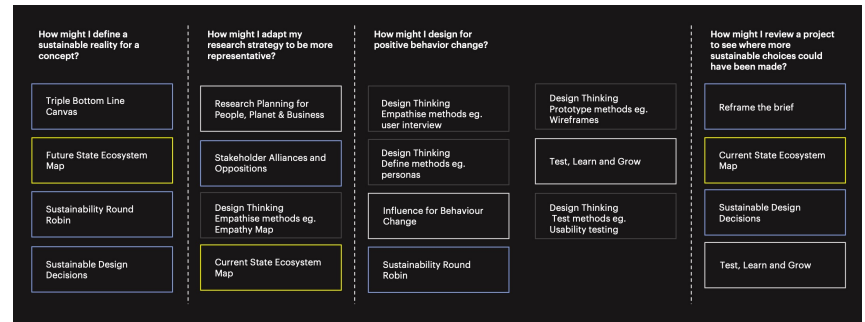
| Goals | Problems | Hypotheses / Opportunities | Experiments | Outcomes |
|---|--|--|---|--|
| Clearly define on goals to measure success. <i>Relate to the content goal set out in your taxonomy</i> | Identify, validate & prioritise problems. <i>Relate this to the assessment framework.</i> | Develop measurable hypotheses based on prioritised problems. <i>Relate this to elements you want to improve – can be written as a user story.</i> | Create subtle changes, monitor and test. <i>Change specific but small elements to test your hypotheses</i> | Share the results, learnings and recommendations for scale. <i>Relate this to metrics – what changed as a result of the experiment?</i> |



11.1 Continued...How will you partner with Heineken on our sustainability journey? Please upload your proposed activation blueprint, outcome model, evaluation method, and impact reporting for Heineken. What range of outcomes can our partnership contribute to (i.e. economic, environmental, social, cultural)? How can we build on and grow beyond the campaign life?

Impact Reporting

We can dovetail with Heineken impact reporting and can connect and work with different systems to frame the outputs.



• For Heineken

11.1 Continued...How will you partner with Heineken on our sustainability journey? Please upload your proposed activation blueprint, outcome model, evaluation method, and impact reporting for Heineken. What range of outcomes can our partnership contribute to (i.e. economic, environmental, social, cultural)? How can we build on and grow beyond the campaign life?

Range of Outcomes beyond the campaign

Our process naturally looks beyond communications so our outcomes can impact initiatives that include company values, employee engagement, consumer behaviour change, social impact movements and set up platforms for future work.



Saylists with Warner

Children with speech impediments find traditional learning methods laborious, so we partnered with Warner to create Saylists so they can learn through songs.



The Book that Grew with AIB

To move beyond communication to farmers for AIB, a large Irish bank, we grew a book from grass to show AIB are committed to environmental sustainability.



UN Global Goals – The World's To Do List

193 countries agreed to a world changing plan in 2015. With the world distracted by a global pandemic, we needed to capture attention and inspire the people to act now.

What better way than the sticky note – putting it on the world itself.

• For Heineken

11.1 Continued...How will you partner with Heineken on our sustainability journey? Please upload your proposed activation blueprint, outcome model, evaluation method, and impact reporting for Heineken. What range of outcomes can our partnership contribute to (i.e. economic, environmental, social, cultural)? How can we build on and grow beyond the campaign life?

Range of Outcomes beyond the campaign

Our process naturally looks beyond communications so our outcomes can impact initiatives that include company values, employee engagement, consumer behaviour change, social impact movements and set up platforms for future work.



Coors Light

Coors Light debuted its new packaging at the “Plastic-Free Future Mart by Coors Light,” a sustainable pop-up concept store in Brooklyn. Inside, the shelves were lined with plastic-free products beyond the category to elevate the vision and show people what the future could be.



ReefCloud

We developed ReefCloud to allow the world’s coral reef monitoring community to work together to improve reef monitoring. A One Accenture collaboration, we make data sharable, technologies compatible and information more widely available.



Pride with Dublin Bus

What began as a celebration of Pride with hugely successful communications and events, has positively impacted internal employees' pride in the company and as evolved how we approach recruitment communications.

Dentsu

Holding Group: Dentsu Inc.

Year Founded: 1901

Lead Office: Minato City, Tokyo, Japan

Other offices: New York, Los Angeles, Mexico City, London, Paris, Barcelona, Dubai, Sydney, Mumbai, Shanghai, Hong Kong

Global Headcount: 9,300

Top Clients: American Express, General Motors, Honda, Nike, Toyota

New Business Wins: Activision, Avianca, Burger King, Cracker Barrel, Becton, Dickinson & Company, Department of Health - Australian Government, Dubai Holding, FTX Trading, General Mills, GSK Brands, Gojo Industries, Guangzhou Automobile Group, Hinge Health, Junlebao Dairy Industry, Lovesac, McCormick, Primo Water, The Clorox Company Brands, Wesfarmers, WW International

Accounts Lost: ASB Bank, Consorcio Comex, Engie Italia, Individual Learning (embibe), United Airlines, Zespri

dentsu

Total Creative Score: 59.4%

Highlights

- + Top score for POV, Creative Council and Modern Creativity Scale can be pivotal in driving great globally-applicable work.

Watch Outs

- Lowest case study score
- Lowest overall score



Agency Team

QUESTION 3

On the next few slides, please provide brief biographies of up to 6 key staff members who would actively work on the Heineken business should it be awarded to your agency.

Please include representation for the following areas:

- Account Management/Client Leads
- Strategy
- Creative (if applicable, please include bio with awards and noteworthy award-winning work from current or previous agency experience under “Relevant Info”)
- Project Management
- Digital/ Social



Name:
Fred Levron

Job title:
Global Chief
Creative Officer

Years with the agency:
7 months

Total years of experience: 20+ years

Role on business: Responsible for overseeing all creative product across the Heineken portfolio of brands

Office Location: London, UK

Previous agency: FCB Global

Job title at previous agency: Worldwide Creative Partner

Years with previous agency: 5 years

LinkedIn Profile:

<https://www.linkedin.com/in/fredlevron/>

Relevant client experience:

Fred is the Global Chief Creative Officer of Dentsu International. He is responsible for the network's creative product across the entirety of dentsu international's Creative, Media and CXM agency brands, as it transforms to become the most integrated network in the world.

Fred was previously FCB's Worldwide Creative Partner. With Global CCO Susan Credle they led an extraordinary creative transformation that saw FCB becoming Cannes Lions 2020/2021 Network of the year. Adweek's 2020 Global Agency of the Year, D&AD's 2020 Design Agency of the Year, and Cannes Lions' 2019 North America Network of the Year.

Fred believes creativity used at its best is a business accelerator. And to get there, he is getting as close to the making as you could imagine. His commitment to the creative product can be seen in many famous campaigns created for the most iconic brands around the world over

the last two decades: AB InBev "Contract for Change", Levi's "Circle", Burger King's "Whopper Detour", Louis Vuitton's "Journeys campaign", The Times of India "Shindoor Khela, No Conditions Apply", Coke "The Sharing Can", more than 10 Super Bowl ads for AB InBev.

Fred is known for his pivotal role in helping both local and global iconic brands to find their voice in the modern world. Prior to joining FCB then Dentsu, Fred was part of the creative leadership team at Creative Artists Agency (CAA), the four-time Emmy-awarded brand entertainment agency based in Los Angeles. CAA's marketing work is inspired by a vision that Fred helped define and execute: Create pop culture for brands and help brands to play a meaningful role in pop culture.

Other relevant info: Bio/Awards/etc.

In 2021 and 2020, Fred was named the #1 Chief Creative Officer in the world by The One Show and the publication The Drum, besting his rank as #2 Chief Creative Officer by The One Show in 2019.



Name:
Simon Lloyd

Job title:
Chief Creative Officer

Years with the agency:
2 years

Total years of experience: 20 years

Role on business: Creative Lead - delivering against global briefs with oversight of key teams & briefs

Office Location: London, UK

Previous agency: adam&eveDDB

Job title at previous agency: Global Creative Director

Years with previous agency: 11 years

LinkedIn Profile:

<https://www.linkedin.com/in/simonlloydcd/>

Relevant client experience

Simon Lloyd is Chief Creative Officer in London. He studied at Bucks University and cut his teeth at the digital hot shop of the day, Glue London. Here, he produced award-winning work for both Mini and Virgin and immersed himself in the world of technology and interactivity.

Ed Morris then hired him as Creative Digital Head of Lowe London, where he worked on Stella, Nokia and was first introduced to the John Lewis brand, before moving to a little know start up called adamandeve.

He spent the next ten years at what was to become the agency of the decade, seeing it grow from an independent with some twenty people, thorough a merger with DDB and beyond to global success. adam&eveDDB has been awarded Campaign Agency of the Year every year since 2014 and was crowned Campaign Agency of the Decade in 2020.

Creative highlights included John Lewis & Waitrose Christmas, Fosters, Aviva, Virgin, Pottermore, Google and Budweiser.

In 2020, Simon joined dentsu where he is responsible for the creative output of the UK. Offering world class data to provide insight, the technology to reach and activate audiences and the storytelling to move them, dentsu has all the pieces lined up, ready to come together. **Simon has turned the UK into the modern creative hub for the whole network.**

Other relevant info: Bio/Awards/etc.

Award highlights include Gold wins at Cannes Lions, Campaign BIG and One Show, success at the British Arrows, Creative Circle, Eurobest, Webbys and D&AD, where he is also a juror of both the student and professional awards.



Name:
Daniel Sytsma

Job title:
Global Chief
Design Officer

Years with the agency:
14 years

Relevant client experience

Daniël is a specialist in brand creativity, design and innovation, on a mission to create work that is magical and meaningful. During his 14 year tenure at dentsu, he launched the design and innovation studio which he integrated into the global network.

Next to his day job Daniël is chair of the Dutch Digital Design foundation advisory board and jury president at the Dutch Design Awards.

He previously served as jury chair for the Dutch Creativity Awards and was invited to the Cannes Lion's Creative Commerce jury.

Daniel has worked with innovative global brands such as Volkswagen, Philips, Tommy Hilfiger, Adidas and Audemars Piguet and ambitious start/scaleups, he's created global campaigns, innovative experiences and distinctive brands.

Other relevant info: Bio/Awards/etc.

Daniel's work has been recognised by:

Cannes Lions (7x)

D&AD (yellow pencil)

Eurobest (2X Grand Prix)

Red Dot Design Awards (1X Grand Prix)

Webby Awards

Total years of experience: 17 years

Role on business: Digital, Experience , Design and Innovation Creative Lead - delivering against global briefs with oversight of key teams & briefs

Office Location: Amsterdam, NL

Previous agency: Studio Kraftwerk

Job title at previous agency: Executive Creative Director & Founder

Years with previous agency: 6 years

LinkedIn Profile:

<https://www.linkedin.com/in/danielsytsma/>



Name:
Ida Rezvani

Job title:
Chief Client Officer

Years with the agency:
3 years

Total years of experience: 20 years

Role on business: Client Lead - responsible for the relationship and building a high performance, creative excellence culture

Office Location: New York, US

Previous agency: WPP

Job title at previous agency: Senior Partner, WPP Global Client Leader Team IHG

Years with previous agency: 4 years

LinkedIn Profile:

<https://www.linkedin.com/in/ida-rezvani-52614a6/>

Relevant client experience

As Chief Client Officer, Ida has built dentsu's integrated client capability to help drive effectiveness and efficiency across dentsu's top 30 integrated clients. She is an experienced leader who understands what it takes to lead change, build high performing teams, and establish a culture that drives creativity.

Ida Rezvani rejoined dentsu in the spring of 2019, as the President of their largest creative office, dentsu New York, where she led and grew the agency, delivering award-winning work for Clients like **Subway, Crayola and United Airlines**.

Ida has also led brand communications for iconic brands from both Europe and America, including **Coca-Cola, Intercontinental Hotels Group, Marriott, Marks & Spencer, Virgin Trains, COI and Visit London**. Her teams have won awards for effectiveness across a number of these brands including IPA effectiveness Virgin Trains and the Grand Prix for Marks & Spencer.

She is a nominated member of Women in Advertising and Communications London (WACL), where she served on the executive committee in her first year, as well as active member of the Ad Council in New York where she serves on the Diverse Leaders Group.

Ida has been described as Mr. Wolfe from Pulp Fiction because she is adept at cleaning up when things don't quite go to plan. She loves creativity and solving the complex.

Other relevant info: Bio/Awards/etc.

IPA Effectiveness Grand Prix for M&S

IPA Effectiveness Silver for Virgin Trains

IPA Effectiveness Silver for COI

Effie for Subway — award category to be announced in June 2022



Name:
Brad Alperin

Job title:
EVP, Integrated Strategy
Lead

Years with the agency:
20 years

Total years of experience: 25+ years

Role on business: Integrated Strategy Lead — Helping define stellar strategic direction informing how your brand behaves across any potential touchpoint

Office Location: New York, US

Previous agency: 360i

Job title at previous agency: SVP Strategy

Years with previous agency: 11 years

LinkedIn Profile:
<https://www.linkedin.com/in/brad-alperin-09295/>

Relevant client experience

OREO, Barbie, Hotwheels, Fisher-Price, Lean Cuisine, CoffeeMate, Canon, Philips Sonicare, Philips Norelco, Cetaphil

Brad brings experience across branding, strategy, design, technology, media and CRM to every client engagement. He helped clients such as **Lean Cuisine** re-launch a more modern brand, **Canon** change consumer and industry perceptions, **Mattel** re-think and redefine key brands (including Barbie), helped **Fisher-Price** change the way they communicate with moms, worked with various **Kraft** brands including launching the Huddle to Fight Hunger (Kraft's largest-ever scale and charitable program).

Notably, **Brad helped turn OREO into a modern brand powerhouse**, guiding the iconic cookie's 100th birthday celebrations — including the award-winning Daily Twist initiative.

Brad sometimes describes his role as: “Get as many people as possible, onto the same page as quickly as possible, and keep them there.” Brad fosters collaboration across different disciplines, departments, and skill-sets to find opportunities and set everyone up to best take advantage of those opportunities. He helps people do their best work, and if all goes well — have some fun while doing it.

Other relevant info: Bio/Awards/etc.

Cannes Lions — 2 Bronze, 4 Silver, 1 Gold, 1 Grand Prix

Effies — 1 Bronze, 1 Silver, 1 Gold

Advertising Research Foundation — Grand Ogilvy, Best in Show, Gold Honour



Name:
Susie Innes

Job title: Chief
Production Officer

Years with the agency:
6 months

Relevant client experience

ASD, Coca Cola, Amex, Unilever, L'Or, Ford, VW, Halifax, Chivas Bros, Credit Suisse, Reckitt, Electoral Register, Organix, Vanguard +++

Susie Innes is the Chief Production Officer, responsible for all Film and Integrated production.

She has over thirty years' experience, starting and growing her career at Grey. She was Head of TV at DLKW, building a thriving department and spearheading the memorable Staff as Stars campaign for Halifax. She successfully oversaw the merge with MullenLowe. 2.14

Over her career she has worked across global agencies and small boutique shops, including adam&eveDDB, Havas, Saatchi, and The Gate, working on such diverse brands as Lenor, Sunsilk, Dry Blackthorn Cider, Morrisons, Halifax, Vanguard, Ford, Graze, and Chivas. **She recently was executive producer on the multi award winning spot "Nobody is Normal" for Childline.**

Other relevant info: Bio/Awards/etc.

Recent awards across the board in 2021 for Childline "Nobody is Normal".

Total years of experience: 35

Role on business: Project Management Lead – responsible for our high quality, efficient and timely production capability across Heineken brands and markets

Office Location: London, UK

Previous agency: DLKW Lowe

Job title at previous agency: Head of Production

Years with previous agency: 10

LinkedIn Profile:

<https://www.linkedin.com/in/susie-innes-1653a746/>

Transition — Deploying the dentsu Transition Toolkit

1. What would be your transition plan, approach, and timeframe to ensure ways of working are successfully in place?

In the first 100 days, we will safely transition Heineken's business into dentsu with no loss of value, identifying opportunities to do things differently, setting up the first 12 months of transformation and unlocking substantial future value for Heineken.

Our best-in-class transition process was co-written with PwC. We operationalise this using our proprietary Transition Toolkit, which ensures we manage transition risk through globally scaled, robust, consistent, high-quality processes. **Our dentsu teams have also successfully transitioned Heineken's media using the same approach and process.**

American Express, Generali, Beiersdorf and Manulife are powerful examples of our ability to deliver the type of transition that is not only seamless and minimizes disruption, but that also lays the tracks for transformation.

Our Global and Local Transition Leads & transformation experts are embedded into our global and local level operations teams, ensuring we maintain the critical connection between transitioning across Heineken's business and accelerating transformation.

The Global Transition will be overseen by Prashant Mehta. Prashant is our global lead for delivery, responsible for delivering priority initiatives for our business and leads an experienced PMO. Prashant and his team ensure that we deliver global client transitions seamlessly and collaboratively through disciplined planning and execution, coupled with flexibility and empathy.

2. Can you provide an example of how you successfully transitioned a multi-brand (Global and Local), multi-country creative account, its expected time frame, and achieved time frame?

American Express: Transitioned to over 50 markets.

In 2020, we expanded our relationship with Amex from global strategy and brand, to become their creative & transcreation AOR. We are now proud to partner with them in over 50 markets, responsible for marketing and advertising efforts across the customer journey.

Just like Heineken, Amex is a de-centralized organisation and, while there is a global CMO who chose dentsu, marketers in business units handling different card products and international markets have independence in decision-making.

Being a global company, but one that's essentially locally run, our plan for Amex was devised as bottom-up, not just top-down, in all aspects of our transition. Using our proprietary approach, the dentsu Transition Toolkit, we created a framework that aligned the organisation around a transition journey — we call this our "Brand Transition Framework", which provided flex in the approach (and timeline) to be taken for global brand teams, different clusters of markets or business unit teams based on their business importance and/or readiness to transition to dentsu.

Some teams and markets wanted an immediate transition to us, while some required us to work with the local transcreation partner, and others required us to help with governance and training while they continued to work with other incumbents for a fixed period. And our Brand Transition Framework clarified the rules of engagement, what was fixed vs. flexible, and how we partner across different scenarios.

Priority markets and teams were transitioned within 3 months, with the remainder following within the next 9 months.

Sustainability — An integrated solution to accelerate sustainability

While we have impassioned sustainability targets and policies, our sustainability strategy is not solely concerned with driving change in how our own business operates, but in creating far greater positive impact for our world through the work that we do for our clients.

Our internal and client-focussed sustainability efforts are driven by dentsu Good: an integrated solution dedicated to delivering Growth through Good with our clients for a world that is kinder and more sustainable. dentsu Good allows us to radically collaborate with your dentsu RedStar team to partner together and with the Heineken organisation and your brands on your sustainability journey.

Dentsu is committed to sustainability. Our mission, ‘champions of meaningful progress’, drives our sustainability commitments forward, pushing us ahead in this area, faster than our peers. Our commitments and progress are detailed on the next slide — as you will see, **we are not spectators.**

dentsu Good helps solve unmet needs in society while simultaneously creating enterprise value. By putting society, and the communities in which our clients’ businesses operate at the centre of our work, we help brands intersect with culture in a far more meaningful way than most do today to create sustainable business growth throughout and beyond the campaign lifecycle.

We are so excited by your sustainability journey and are eager to work together with you and your dentsu RedStar team to Brew a Better World. That said, we understand how critically important this initiative is to the Heineken organisation. We’d like to build the Heineken sustainability blueprint together to ensure your values and purpose are evident in each and every step you take, from within your organization and the communities you serve, to your new Gen Z targets, to your ingredients, sourcing and bottling practices.

In collaboration with you and dentsu RedStar, we will create a roadmap and well-defined messaging anchored in integrated insights, serving as a framework for purpose-driven content across the end-to-end ecosystem that is both inclusive and sustainable. We’ll then leverage Modern Creativity across commerce, design and innovation to increase inclusion, improve lives and accelerate sustainable behaviours across your organization, on the global and local stage.

Our proprietary methodology (shown on Slide 4) simultaneously drives sustainable business growth consumer advocacy & brand love; allowing you to make a true societal impact that resonates deeply with your target consumers.



A proprietary methodology for sustainable growth

SOCIETAL VALUES

Discovery in global & local markets.

dentsu connect: CCS + media insights + qual where needed.

POLICY AND SDGS

Understand government policies, commitments and SDGs context to assess how to enable faster change.

INDUSTRY PIVOT

Define the future role of business in society with a sustainable commercial structure, by re-imagining a shift in the category.



RENEWED PURPOSE & BUSINESS MODEL

Set a new philosophy for the business, closely aligned with changing consumer values and industry shifts, with far-reaching implications for the future business model.

MODERNISED PRODUCTS & SERVICES

Develop and market a new suite of products and services that intersects with culture in a meaningful way and transform existing business models together with clients and other stakeholders.

COALITIONS FOR CHANGE

Unite industry leaders — even competitors — with policy makers to affect sustainable change and activate a strong ecosystem.



Appendix

What is the 2-3-1-20 approach?

2 Global AORs

WHAT ARE AORs?

- Network agency partner who are highly strategic for **long-range marketing counsel**/planning and able to provide superior end-to-end management of major, global brands.

CONDITIONS

- Global brand to have 70-80% consolidated towards 1x AOR only

3-5 Mavericks

WHAT ARE MAVERICKS?

- Agencies with reputation for **transformative work that travels** in special projects/platforms/technology/partners

CONDITIONS

- Shared resource of 3-5 Mavericks, amongst all OpCos.

1 Global Transcreation Partner

WHAT IS A TRANSCREATION PARTNER?

- Transcreation agency responsible for execution/**asset development / adaptation / localization work**

CONDITIONS

- 1x partner for all OpCos to use.

20 Local Activation Agencies

WHAT ARE ACTIVATION AGENCIES?

- Local shops with presence in-market, able to execute for markets with limited budget or **without dedicated in-market agency**

CONDITIONS

- Only if AOR/Mavericks are not able to execute for local activations
- Only if brand's revenue contribution is less than 1%

Putting the **★2-3-1-20** approach

POWER BRANDS



REGIONAL BRANDS



CONSUMER DEMAND SPACES



★ Partner

BRAND BUILDING AND STRATEGY
Brand Stewardship, Big Ideas, Campaign Development, etc.



(with local presence in priority markets)



OR



(with local presence in the market)

★ Project

SPECIAL PROJECTS



Jump ball pitches based on capability needs and location

*All brands to utilize any of 2 AOR / 3 Mavericks

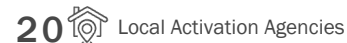
*Needs to be top 5 client on Maverick list

Pitch criteria can be reviewed after evaluation potential AORs

GLOBAL TOOLKIT



LOCAL ACTIVATION (Option to choose)



*ONLY IF AOR/MAVERICKS ARE NOT ABLE TO EXECUTE FOR LOCAL ACTIVATIONS

*BRANDS THAT ARE LESS THAN 1% OF BUSINESS





Agency Service Requirement Transcreation Agencies

<9
Below Average

11 - 17
Average

18 - 25
Strong

To go deeper into the Long List, we used **four initial criteria based on the HEINEKEN Needs Assessment** to assess each agency.

| CRITERIA | MAX SCORE | SCORING CRITERIA |
|--|-----------|--|
|  Global Presence & Network | 25 | Extensive network of offices across the globe, appropriately staffed. |
|  Production Capabilities | 25 | Highly competent, excellent full service production capabilities, beyond foundational services to include development of global playbooks, creative origination, adaptation, translation, localization, etc. |
|  Relevant Experience | 25 | Highly experience in Alcohol, NoLo, Beverage category, number of global clients, relationship tenure and high revenue contribution, service provided, account significance. |
|  Agile Methodology | 25 | Highly agile and nimble, experience with large network campaigns, can deliver large scale assets, fast churn. localized by market. |

Recommended Shortlist to invite for RFI

| Agencies Type | | |
|--|---|--|
| Network Agencies | Mavericks <small>*Needs to be top 5 client on Maverick list Pitch criteria can be reviewed after evaluation potential AORs</small> | Transcreation |
| <p>OmnicomGroup</p> <p>BBDO</p> | <p>5 to be selected by Global</p> | <p>tag.</p> <p><small>*Incumbent</small></p> <p>eg+ eg+ worldwide</p> |
| <p>WPP</p> <p>Ogilvy VMLY&R</p> | <p>adam&eve DDB</p> | <p>H HOCARTH</p> |
| <p>IPG</p> <p>McCANN</p> | <p>Wieden Kennedy⁺</p> <p>VIRTUE</p> | <p>PUBLICIS PRODUCTION</p> <p>MEDIA MONKS</p> |
| <p>accenture</p> <p>Accenture Interactive</p> | <p>anomaly</p> <p>by The Network</p> | <p>OLIVER</p> <p>CreativeDrive <small>Part of AccentureInteractive</small></p> |
| <p>dentsu</p> <p>mcgarrybowen</p> | <p>CODE AND THEORY</p> | |
| <p><small>*Incumbent</small></p> <p>PUBLICIS GROUPE</p> | <p>Publicis WORLDWIDE</p> | |

LONG LIST: Transcreation Agencies Ranked

| Agency | Network | Global Presence & Network (Score: 25) | Production Capabilities (Score: 25) | Relevant Experience (Score: 25) | Agile Methodology (Score: 25) | Total |
|------------------------------|-----------------|--|--|------------------------------------|----------------------------------|-------|
| Hogarth | WPP | 23 | 19 | 21 | 21 | 84 |
| Tag | Independent | 22 | 22 | 20 | 20 | 84 |
| eg+ | Omnicom Group | 20 | 20 | 21 | 22 | 83 |
| Creative Drive | Accenture | 18 | 17 | 20 | 21 | 76 |
| Oliver | Brandtech Group | 18 | 16 | 23 | 15 | 72 |
| SGK | Matthews | 18 | 18 | 16 | 17 | 69 |
| Media.Monks | S4 | 17 | 18 | 17 | 16 | 68 |
| HH Global | HH Global | 13 | 19 | 18 | 17 | 67 |
| Craft | IPG | 15 | 16 | 17 | 17 | 65 |
| Wellcomm | Innocean | 16 | 17 | 16 | 16 | 65 |
| Prodigious | Publicis | 14 | 17 | 16 | 17 | 64 |
| Taylor James | Tag Worldwide | 15 | 16 | 16 | 15 | 62 |
| Dentsu x | Dentsu | 16 | 14 | 15 | 16 | 61 |
| ADK+ | ADK | 12 | 14 | 12 | 14 | 52 |

*Oliver focuses more on in-house set up

*Media Monks is more focused on creative

*Dentsu's strength remains in Media