

## **KC 2018 Horizon3 Leadership Program: *The Real Growth Initiative***

### **Background**

The creation of Kantar Consulting unleashes new growth potential for Kantar. As the strategic 'Tip of the WPP spear' KC can partner with WPP agencies to offer integrated end-to-end consulting solutions to C-Suite clients. We will be going head-to-head with the world's top consultants and all our most senior partners will need to step-up and grow their business consulting T-shape capabilities and as KC we will support this by offering a capability program designed to equip these partners for success.

### **The Horizon3 Program**

The Horizon3 program is being developed to drive better understanding of C-Suite business, insights, marketing, and retail growth opportunities and challenges, what it takes to win, and to define how KC consulting solutions, go-to market strategy and partnerships need to evolve to drive KC's growth. The program will connect a group of 15 KC senior partners to inspiring clients, industry experts and best practices and challenge them to guide KC on our own growth strategy. Horizon3 will inspire participants to learn from world-class case studies, role model horizontal WPP collaboration, and build KC reputation among clients as well as within WPP with thought leadership, strategy and client benchmarking tools.

### **Key Milestones and expected ROI**

Horizon3 will run from April to January with two workshops; The first at the Cannes Lions, June 17-23 and the second most likely at the ANA Masters of Marketing in Orlando from October 23-27. Interim results will be shared at the KC conference. Costs will be kept in check by leveraging internal and WPP experts, personal contacts, as well as room-sharing at in-person events. The ROI on this program will be high: Interviews often lead to follow up conversations and Marketing and Insights2020 generated over 250 NBD conversations, 100 conference presentations, significant publicity and over \$25 M in consulting and benchmarking fees.

### **The WPP Initiative for Real Growth (IRG)**

The 2018 Horizon3 program participants will play an important leadership role in the KC/WPP Initiative for Real Growth. This business development and thought leadership program will focus on defining how to drive real growth in a disrupted world. The program will build on the proven Marketing2020 and Insights2020 experience and add an extra level of data and metrics rigor: qualitative stakeholder interviews by all KC partners and many WPP partners globally, field and desk work, the development of a data backed growth framework and benchmarking tool, followed by global publicity, C-Suite round tables, and client meetings. Our goal is for the findings to first be launched by Sir Martin at Davos in January 2019 with an immediate global KC and Kantar market roll-out orchestrated by the Horizon3 team after that. A steady flow of contents will be available from then forwards.

The *Real Growth Initiative* will play an important part in uniting Kantar Consulting: By inspiring all KC partners to lead stakeholder interviews and by taking a pro-active leadership role within WPP, KC's work will serve as fuel for building reputation and new C-Suite conversations, and our benchmarking tool will drive significant 2019 revenue growth.

## Initiative for Real Growth (IRG) and Horizon3 Program Details

Please be advised that both the *Initiative for Real Growth* as well as the Horizon3 program are at this stage in early stages of development. The details below are provided for planning purposes but may very well change before the end of April 2018.

### IRG Advisory Board and WPP Steering Committee

The *Initiative for Real Growth* will have an external Advisory Board chaired by Sir Martin Sorrell with representation of recognized global academia and business growth experts from client-side, financial, LinkedIn, and Spencer Stewart. Meredith Verdone and Antonio Lucio, the CMOs of Bank of America and HP respectively have already committed to join. An internal WPP Steering Committee will consist of the global CEOs of Kantar, Y&R, Ogilvy, Grey, JWT, GroupM, GlobalUnion, Hill+Knowlton, and AKQA. Please note that most of these appointments are still to be finalized.

### IRG Partnerships

The *Initiative for Real Growth* will leverage current WPP and previous Marketing2020 and Insights2020 partnerships. Although still to be confirmed we are expecting to partner with the ANA, AMA, ESOMAR, ARF, ABA, UBA, 4As, Said Business School, Wharton, the FT, Harvard Business Review, Spencer Stuart, Marketing Week, Campaign, Campaign Asia, BVA, CANA, ISBA, Strategies, Markenverband and Union des Annonceurs.

### Program Leadership

The 2018 Horizon3 program will be led by Marc de Swaan Arons and Paul McGowan with support from HR, Learning and Development and our own KC Capability Development experts. The WPP Initiative for Real Growth will be led by Marc de Swaan Arons and Frank van den Driest with support from both the Brand & Marketing and Retail Thought Leaders. The IRG will also be supported by a dedicated WPP Fellowship resource for program management, and a dedicated Kantar Consulting IRG analytical team.

### Horizon3 Program Development Philosophy

Horizon3 will be a collaborative experience where all participants will be learning from, contributing to, and interacting with each other, the rest of KC and Kantar, WPP and the wider marketing and retail world. Everything will be focused on understanding what it takes to drive real business growth, defined roughly as sustained business growth that benefits both top and bottom line of the company as well as all the company's major stakeholders.

Although an overall program design has been developed, the detailing will be determined interactively and iteratively throughout the year. The end-result however is non-negotiable: By December 2018 all participants will have fully holistic client-side understanding of where the market is going and what it will take to drive real business growth. And the Kantar Consulting board will have been presented strong recommendations by the Horizon3 team on how to drive our own future business growth.

Throughout the program participants will play a leading role in orchestrating WPP's first-ever cross-network thought leadership initiative: The IRG. This will involve leading the IRG program internally, informing and inspiring colleagues across silos, orchestrating teams and winning both internal and external support and resources, as well as collaborating across real and imaginary borders.

During the process all participants will orchestrate, lead and conduct expert and client stakeholder vision interviews, desk research, case study development, quant client survey design and analysis, benchmarking, top level recommendation development, internal and external presentations and lead the communication of the program and findings inside and outside the company.

Every participant will be challenged to reconsider what we consider to be best practices, relearn how to learn, and become comfortable with the reality that much about where we are moving is still unknown. That said, all participants will also develop a full appreciation of the breadth of expertise and experience that WPP has to offer and how to leverage these resources effectively to help address a client's needs.

### **Indicative Program Flow**

The program will start in April by getting participants thoroughly introduced and defining expertise, experience, and learning objectives at the personal and group level. We will also review how we each learn and collaborate best.

By May we will have expanded the team to include thought leaders from across WPP as well as external partners like the ANA, and we will be defining the full scope of the Real Growth initiative: all areas that our core target group of CMOs, CCOs and Heads of Retail can influence.

We will be developing interview questionnaires, activating our internal networks by informing and inspiring colleagues about IRG, developing a global list of stakeholders to be interviewed, and initiating the interviews. Our goal is that by mid-June several hundred of stakeholder interviews have been conducted by all KC Partners world-wide as well as by many of our WPP colleagues globally.

June sees the finalization of stakeholder vision interviews and the first global face to face Horizon3 workshop meeting. All participants are invited to the Cannes Lions Festival ([www.canneslions.com](http://www.canneslions.com)) for a week of inspiration, learning, client and partner interaction and workshoping on IRG learning distillation and next phase development. Working from our own Horizon3 HQ, where we will be sleeping 2 to a room, we will start on Sunday with an introduction, orientation and day-by-day planning session.

Monday and Tuesday of the Cannes week will be all about learning from external best practices across the 9 conference tracks, as well as from many expert, colleague WPP agency and client interactions. On Wednesday we will be hosting several Kantar Consulting client workshops and discussing preliminary stakeholder interview findings with clients. On Thursday we will be hosting an Initiative for Real Growth workshop for our WPP thought leadership colleagues, and Friday morning's close will be all about next phase planning and agreeing future roles and responsibilities amongst the Horizon3 team members.

July and August will be focused on supplementary desk research, completing the stakeholder interviews and preparing the massive quantitative client email list, survey design and testing. The survey will go live in mid-August and run until the end of September.

In late September a delegation of the Horizon3 team will present preliminary findings, as well as a draft 2019 activation plan to the KC Leadership Conference, and by the end of September the analysis of the Quant survey results will start.

October marks the second and final face to face meeting of the full team, likely at the ANA *Masters of Marketing* conference in Orlando Florida (<http://www.ana.net/conference/show/id/ANC-OCT18>). The Horizon3 team will get an opportunity to discuss the preliminary survey results with members of the

ANA Board of Directors and host a workshop with delegates to get feedback as well as seed interest for the release of the final results.

November will be focused on the full integration and analysis of learning from the stakeholder interviews, online survey results and the desk research, and the development of a data validated model: *The Framework for Real Growth*. To bring alive this framework we will be researching and developing case study examples as well as starting the production of a key findings deck for communication. This is also the month that we commence the internal presentations of findings, the Q1/2 2019 communication planning with all our global IRG partner organizations, and the preparation of the Kantar Consulting Board business growth strategy, solutions, partnerships, structure and capability recommendations.

In December the Horizon3 team reports back to the Kantar Consulting Board with its final findings and strategy recommendations. We will also be in full production and rehearsal mode, ensuring that the launch materials are ready, distributed, and that all Horizon3 team members are thoroughly practiced in the presentation of findings and recommendations. We also will be readying colleagues for their client interactions post-launch. December also includes the development of the benchmarking tool and supporting case studies for launch in early 2019.

January will be focused on the global launch of the IRG results with a broad client and prospect activation plan. As part of the launch we will be introducing the IRG Benchmarking tool to allow clients to assess the size of their opportunity as well as what areas to prioritize.

As we roll out and assess the business impact of IRG, we consider evolving the *Initiative* for Real Growth into the *Institute* for Real growth, as a more permanent vehicle for developing and disseminating content and building new business through thought leadership.