

The WPP Real Growth Initiative

Background

Many of our clients are finding growth difficult and uncomfortable to achieve. Newly appointed Chief Growth Officers and Chief Commercial Officers are initiating marketing transformations with a more holistic view across insights, strategy, brand, communication, data, media and channel planning, and measurement. Competitive consultancies are encroaching marketing by leveraging their C-Suite relationships. WPP has an opportunity to own a more elevated 'trusted advisor' marketing and business growth partner role by leveraging our expertise horizontally and taking a more pro-active industry leadership role in defining what it takes for clients to achieve real business growth.

The WPP Initiative for Real Growth (IRG)

There is almost unanimous support across WPP and opco leadership for the creation of a WPP thought leadership initiative that bundles the best thinking across the network on what it takes to drive real growth in terms of strategy, structure and capability.

The content created will build a stronger growth-solution partner reputation at both the WPP and individual agency level by helping fuel C-Suite client conversations, Industry round tables, and conferences. WPP Leaders are also very supportive of the idea of their strongest thinkers networking better with their counterparts across the network to benefit business development and client projects.

The Initiative for Real Growth will take a holistic client perspective on C-Suite business, insights, data, marketing, retail, media, communication and measurement. Codifying what it takes to win and offering a fact-based benchmarking tool and framework to help clients and WPP drive growth

Approach

The IRG program will build on the proven Marketing2020 and Insights2020 approach, and additionally tap into key WPP assets like BrandZ, Wavemaker and WorldPanel to add an extra level of data and metrics rigor. Qualitative stakeholder interviews by many WPP client-facing partners globally will ensure early client engagement and interest. Significant field and desk work, with the development of a data backed 'Real Growth Framework' and benchmarking tool will ensure practical applicability. A broad global activation program including publicity, C-Suite round tables, conferences, and client meetings will ensure immediate market and commercial impact.

The goal is for the IRG findings to be launched by Sir Martin at Davos in January 2019 with an immediate WPP-wide market roll-out after that. A steady flow of contents will be made available from that point forwards. If by mid-2019 the IRG is recognized to be driving significant competitive advantage, we will consider an evolution from the WPP *Initiative* to the WPP *Institute* for Real Growth.

The *Real Growth Initiative* will play an important part in uniting WPP thought and client leaders: By inspiring all WPP partners to lead stakeholder interviews and by taking a pro-active leadership role within the industry, this work will serve as fuel for building stronger client and cross-WPP relationships.

Program Management

The IRG will be a true cross-WPP initiative. Led by Marc de Swaan Arons and Frank van den Driest, the program will be orchestrated and spearheaded by a dedicated Kantar Consulting 'Horizon' Team of 15 global senior client-facing advisory leaders working closely with some 25 WPP thought leaders from all

major opcos. The IRG will be supported by the Kantar and KC analytical teams as well as by a dedicated WPP Fellow to support program management.

Impact, Key Milestones, KPIs and Investment

The impact on this program for WPP and the Opcos is expected to be very significant:

- We will build a strong *reputation* for WPP and agencies as our client's growth solution partner.
- We will *develop solutions and capabilities* that will drive future revenues
- We will *build connections* between WPP's consulting resources and the other parts of the network
- We will develop a strong and *shared perspective* on market developments and what it takes to win
- We will act as an *accelerator for horizontality*, oriented around driving client growth

The Initiative for Real growth will run from April 2018 to January 2019, be highly digitally enabled, with in-person workshops at the Cannes Lions, in June and the second from October 23-27. Interim results will be shared and discussed at the WPP Leadership Conference.

Out of pocket costs are expected not to exceed US\$ 750,000 and will be kept in check by leveraging internal resources, expertise as well as many relevant WPP external relationships. Sponsored partnerships may offset some of these costs to WPP.

Next Steps and how you can support

April will be all about locking down the IRG scope, identifying participants and agreeing partnerships. A key point to be determined is the ambition level of seniority of clients. We believe that your active personal involvement and leadership can elevate the WPP IRG's scope to truly include the CEO level and can help this initiative build the strongest external and academic partnerships. Your leadership internally will make a huge difference in the level of participation and motivation of all involved.

Attachment: Initiative for Real Growth (IRG) Program Details

Please be advised that both the *Initiative for Real Growth* is in an early stage 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. An internal WPP Steering Committee will consist of the global CEOs of Kantar, Y&R, Ogilvy, Grey, JWT, GroupM, SuperUnion, 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.

Initiative for Real Growth Philosophy

IRG will be a collaborative experience where all WPP participants will be learning from, contributing to, and interacting with each other 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 in terms of strategy, structure and capability.

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.

All participants will also develop a better 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

April will be used to internally communicate the IRG objectives and approach and ensure participation from all relevant areas of WPP.

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 client facing WPP partners world-wide.

June sees the finalization of stakeholder vision interviews and the first global face to face IRG workshop meeting. All participants will be invited to learn from external best practices across the 9 conference tracks, as well as from many expert, colleague WPP agency and client interactions. On the Wednesday of Cannes we will be hosting several client workshops and discuss preliminary stakeholder interview findings with clients. On Thursday we will be hosting an Initiative for Real Growth workshop for all WPP thought leadership colleagues.

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 we will be presenting and discussing preliminary findings as well as a draft 2019 activation plan 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. The IRG 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 and the Q1/2 2019 communication planning. We will also be developing internal recommendations on business growth strategy, solutions, partnerships, structure and capability to the organization.

In December the IRG team will report back to WPP 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 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.