

Towards the Virtual Cannes Finale on June 21

1. Finalize your Humanized Growth Ambition

Milestone 2: Growth Ambition



Business Growth Ambition

Colleagues:

Use brand purpose to **drive employee pride and engagement** and marcom efficiencies

Customer:

Innovate against purpose to develop breakthrough new products that **improve consumer's lives.**

Community:

Activate brand purpose in communities to make a positive **societal impact**

Capital Markets:

Shift to more emotional positioning territory to **increase consumer salience** and **grow market share.**



Personal Growth Ambition

1. Revalue the relevance of my own role, through **inspiring storytelling** around the purpose
2. Demonstrate the business driving role of marketing amongst senior management by being **Impact obsessed.**

2. Develop Humanized Growth Plan

New value propositions



Corporate initiatives



June 21 Celebration & Expert advice



Sanda Ojiambo
CEO
United Nations
Global Compact



Conny Braams
Chief Digital &
Marketing Officer
Unilever

Mark Read
CEO
WPP



Carol Chen
Global Marketing
VP
Shell



**Hans Ploos van
Amstel**
CFO
The Partners Group



Elect Humanized Growth Champion 2021



Carrie Limmu
Senior Manager, Marketing
Officer



Cedric Gilbel
Director, Analytics
Director, Manager, Marketing
Associate



Charlotte Robinson
Director, Strategy
Global Head of Global
Planning



Cheng Hung (Stan) Hui
Senior Manager, Marketing
Officer



Chik Telle
Senior Manager, Marketing
Officer



Cindy Terwest
Senior Manager, Marketing
Officer



Damon Turner
Senior Manager, Marketing
Officer



Diego Becerra
Senior Manager, Marketing
Officer



Adriana Riva
Senior Manager, Marketing
Officer



Akshat Pappas
Senior Manager, Marketing
Officer



Alberto Levy
Senior Manager, Marketing
Officer



Alyson Whitman
Senior Manager, Marketing
Officer



Anika Newton
Senior Manager, Marketing
Officer



Andrew Bell
Senior Manager, Marketing
Officer



Andrew Dering
Senior Manager, Marketing
Officer



Andrew Davis
Senior Manager, Marketing
Officer



Zeynep Kolluoglu
Senior Manager, Marketing
Officer



Zeynep Demirel
Senior Manager, Marketing
Officer



Brad Wolf
Senior Manager, Marketing
Officer



Bryan Kowalski
Senior Manager, Marketing
Officer



Caroline Hudack
Senior Manager, Marketing
Officer



Carrie Blaz
Senior Manager, Marketing
Officer



Jamie Bolwell
Senior Manager, Marketing
Officer



Jay Glick
Senior Manager, Marketing
Officer



Jean Paul Laurent
Senior Manager, Marketing
Officer



Jelina Wan
Senior Manager, Marketing
Officer



Kofi Amoo-Gottlieb
Senior Manager, Marketing
Officer



Konstantinos Dettis
Senior Manager, Marketing
Officer



Kye-Hi Lee
Senior Manager, Marketing
Officer



Lex Bradshaw Zenger
Senior Manager, Marketing
Officer



Xu Chao Gu
Senior Manager, Marketing
Officer



Zora Arnold
Senior Manager, Marketing
Officer



Lutz Arnold
Senior Manager, Marketing
Officer



Lutz Baras
Senior Manager, Marketing
Officer



Marcus Denkers-Smith
Senior Manager, Marketing
Officer



Marissa Solis
Senior Manager, Marketing
Officer



Mark Evans
Senior Manager, Marketing
Officer



Marie Skiba
Senior Manager, Marketing
Officer



Meredith Herman
Senior Manager, Marketing
Officer



Michelle Klein
Senior Manager, Marketing
Officer



Una Githika
Senior Manager, Marketing
Officer



Loraline Barber-Miller
Senior Manager, Marketing
Officer



Luca Zerbini
Senior Manager, Marketing
Officer



Lucy Ushaw
Senior Manager, Marketing
Officer



Victoria Southern
Senior Manager, Marketing
Officer



Waqas Ahmed
Senior Manager, Marketing
Officer



Rafael Navarro-Gil
Senior Manager, Marketing
Officer



Raquel Tuzano
Senior Manager, Marketing
Officer



Ilona Kellerman
Senior Manager, Marketing
Officer



Rudolph Wilson
Senior Manager, Marketing
Officer



Omer Sulu
Senior Manager, Marketing
Officer



Patricia Coni
Senior Manager, Marketing
Officer



Peter Bigg
Senior Manager, Marketing
Officer



Peter Wright
Senior Manager, Marketing
Officer



Michelle Kelly
Senior Manager, Marketing
Officer



Mike Collins
Senior Manager, Marketing
Officer



Mural Zengin
Senior Manager, Marketing
Officer



Oya Canbas
Senior Manager, Marketing
Officer



Bill Rowell
Senior Manager, Marketing
Officer



Wojciech Holanowicz
Senior Manager, Marketing
Officer



Scott Gregory
Senior Manager, Marketing
Officer



Sean Summers
Senior Manager, Marketing
Officer



Sebastian Micozzi
Senior Manager, Marketing
Officer



Shuvodip Banerjee
Senior Manager, Marketing
Officer



Steven Young
Senior Manager, Marketing
Officer



Sue Alchurich
Senior Manager, Marketing
Officer



Sylvia Kurling
Senior Manager, Marketing
Officer



Tade Gualardo
Senior Manager, Marketing
Officer



Tamara Rogers
Senior Manager, Marketing
Officer



Tarek Hassan
Senior Manager, Marketing
Officer



Thon Dano Kwan
Senior Manager, Marketing
Officer



Tina Boucher
Senior Manager, Marketing
Officer

Whole-Brained

April 2021

Today's Agenda

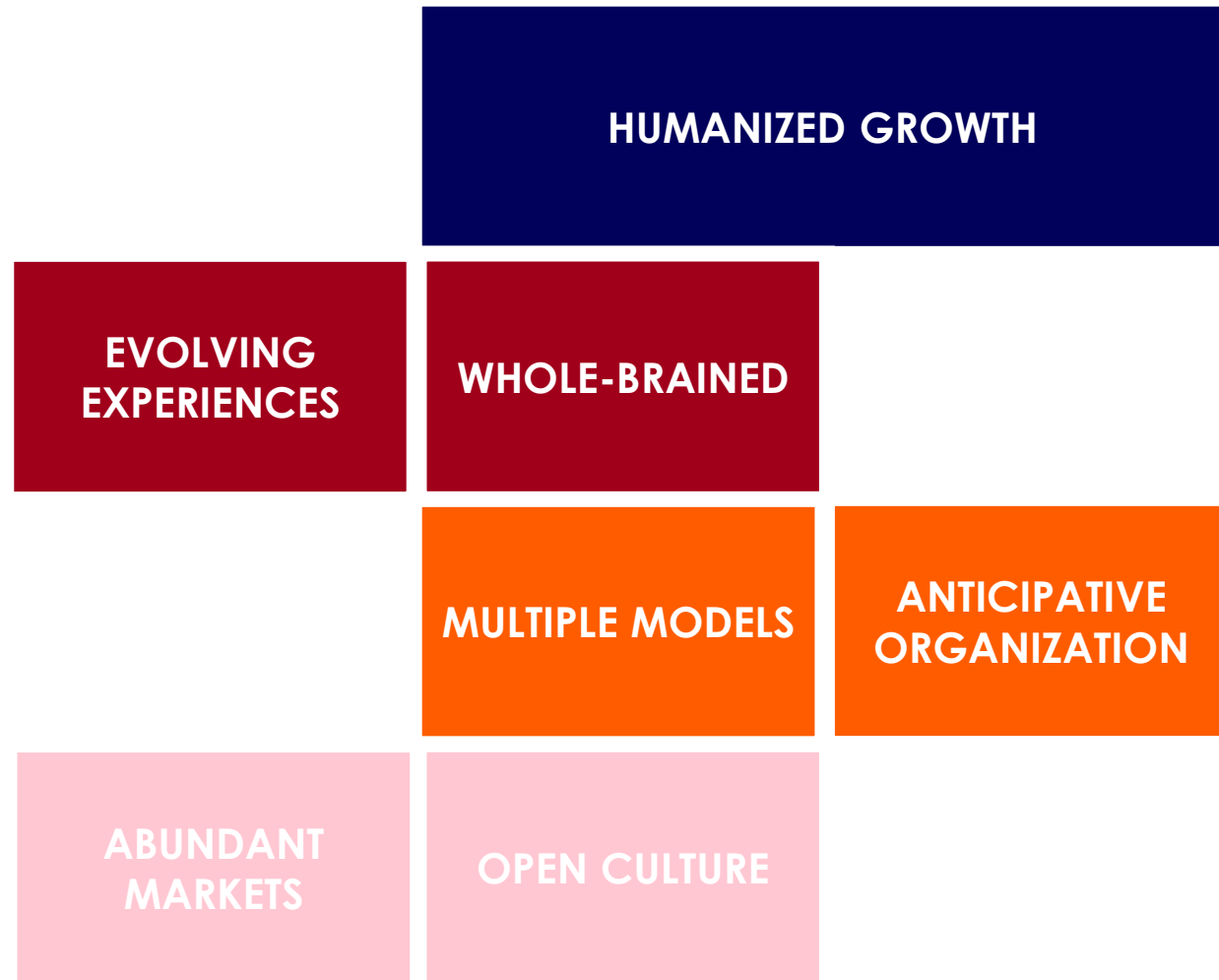
15' Introduction

35' The future: Creativity at Scale

35' What you can do

05' Next steps & Close

The 7 Building Blocks of Real Growth



IRG 100 Roadmap

Why

- 0.1 Personal Introductions
- 0.2 Program and business introductions

- 1.1 Humanized Growth Study
- 1.2 Leading Humanized Growth
- 1.3 Decoding the World
- 1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring

 Growth Opportunities

Key

- | | |
|---|---|
|  Set-up & Finale |  Sparring |
|  Core curriculum |  Milestone |
|  Leadership |  Feedback |

What

- 2.1 Abundant Markets
- 2.2 Multiple Business Models
- 2.3 Evolving Experiences
- 2.4 Da Vinci Growth CMO
- 2.5 Da Vinci CMO Attitudes & behaviours
- 2.6 Network & Sparring
-  Growth Ambition
-  Growth Ambition Feedback

How

- 3.1 Human-Centric Transformation
- 3.2 Open Culture
- 3.3 Anticipative Organisation
- 3.4 Whole-Brained**
- 3.5 Diversity for Growth
- 3.6 Network & Sparring
-  Growth Plan
-  Growth Plan Feedback
- 4.1 The shared growth opportunity
- 4.2 Cannes preparation
- 4.3 Cannes: community & impact



Live Poll

Left and right brain...



25%

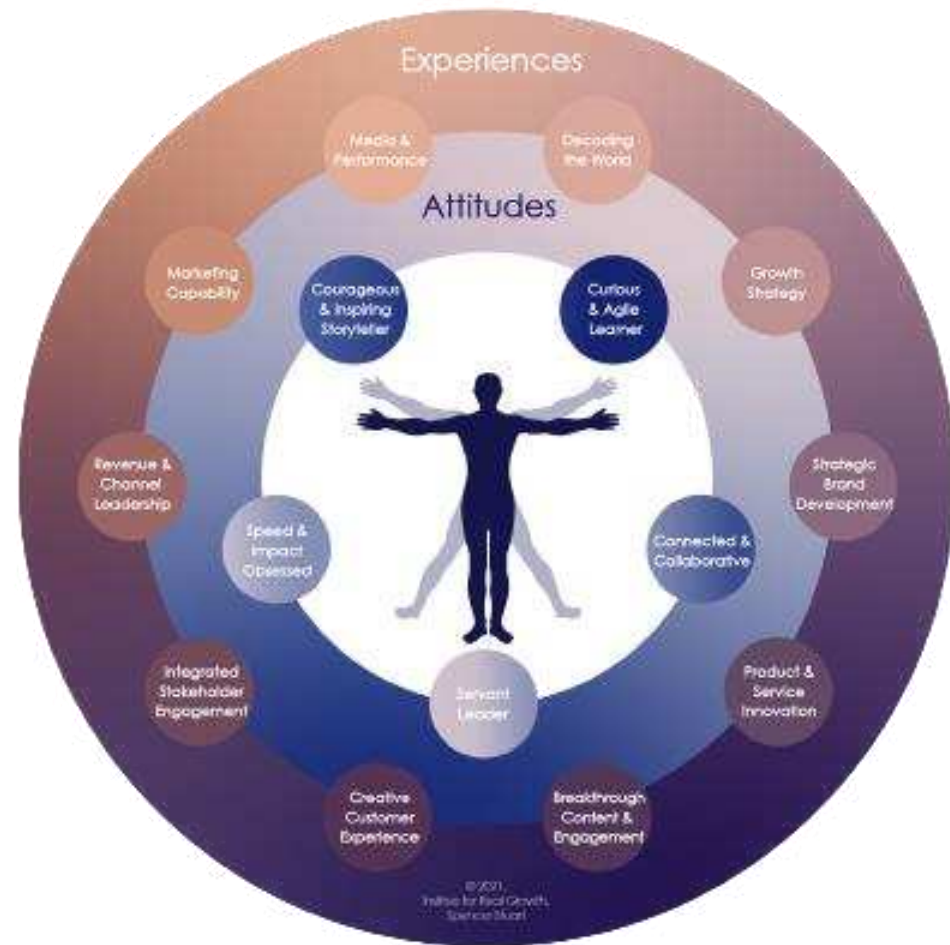
65%

**Ability to attract
whole-brain**

With empathy...



Da Vinci Growth Leader



Starting with the data

36%

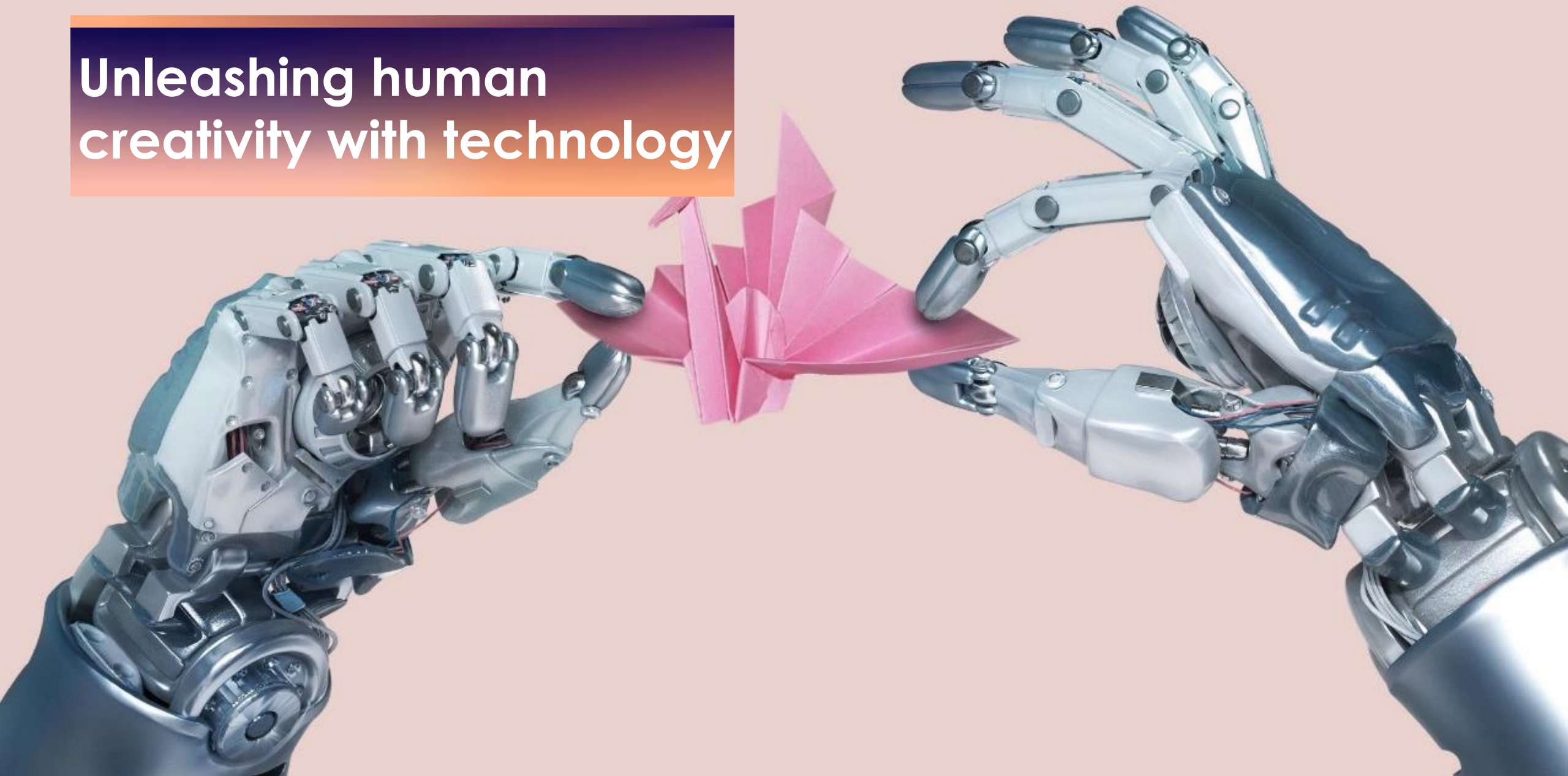
66%

Data and analytics at the core
of strategic decision making

Unlocking data with human insights



Unleashing human creativity with technology



Your Role



Understanding your own 'whole-brain'



A vertical collage of diverse people's faces and a yellow patterned scarf. The collage includes a woman with a blue top, a woman with a striped top, a woman with a white top, a woman with a white top and a yellow patterned scarf, a man with a dark shirt, a woman with a white top, a woman with a blue top, a woman with a grey top, and a woman with a grey top. The text "Ensure diversity in strategic decision-making" is overlaid on the collage.

Ensure diversity in strategic decision-making

45%

70%

Diversity in strategic
decision making

Represent diverse consumers



Digital sameness

FORRESTER®



Course correct on creativity



Expose yourself to
diverse experiences

Dd Ee Ff Gg Hh

Ii Jj Kk Ll Mm Nn Oo Pp

Qq Rr Ss Tt Uu Vv Ww Xx

Yy Zz 0123456789 ({ ! @ # \$

% & ' " })

a

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A A A a a a
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A A A a a a

Encourage differing perspectives



Open mind & listen differently



**Enable others to work at
their best**



Make it important



Build capability

Days of training on annual base



Use technology
creatively



Get smarter
every year



Arizona, USA: 1,156 Euros



Rhineland, Germany: 19 Euros

**But so is
Fraud...**

AD FRAUD REPORT

ANA



Waste...



Jac Rayner

@GirlFromBlupo



Dear Amazon, I bought a toilet seat because I needed one. Necessity, not desire. I do not collect them. I am not a toilet seat addict. No matter how temptingly you email me, I'm not going to think, oh go on then, just one more toilet seat, I'll treat myself.

♡ 378K 1:22 AM - Apr 6, 2018



💬 68.4K people are talking about this



A shopping cart filled with Pampers baby products in a Walmart store. The cart contains several large packages of Pampers Cruisers and Pampers Baby Fresh diapers. A Walmart logo is visible on the blue handle of the cart. The background is slightly blurred, showing the store's interior.

Leading to
discussion

CMO

P&G Cuts More Than \$100 Million in ‘Largely Ineffective’ Digital Ads

Consumer product giant steers clear of ‘bot’ traffic and objectionable content

The future: Perry Nightingale

Creativity at Scale





CREATED WITH MICROSOFT **AZURE** FOR THE DUTCH BANK **ING**, **THE NEXT REMBRANDT** WON MULTIPLE GRAND PRIX'S AT CANNES AND MADE HEADLINES AROUND THE WORLD. USED SEVERAL **GROUND-BREAKING AI** TECHNIQUES AND 3D PRINTED PAINT TO PREDICT AND CREATE A NEW REMBRANDT PAINTING CENTURIES AFTER THE FAMOUS ARTIST'S DEATH.



Dataset OF REMBRANDT
PAINTINGS

IMAGINE



FEATURES ANALYSED IN
AZURE



AI GENERATES NEW
REMBRANDT

CREATE



3D printed PAINT ADDs
depth

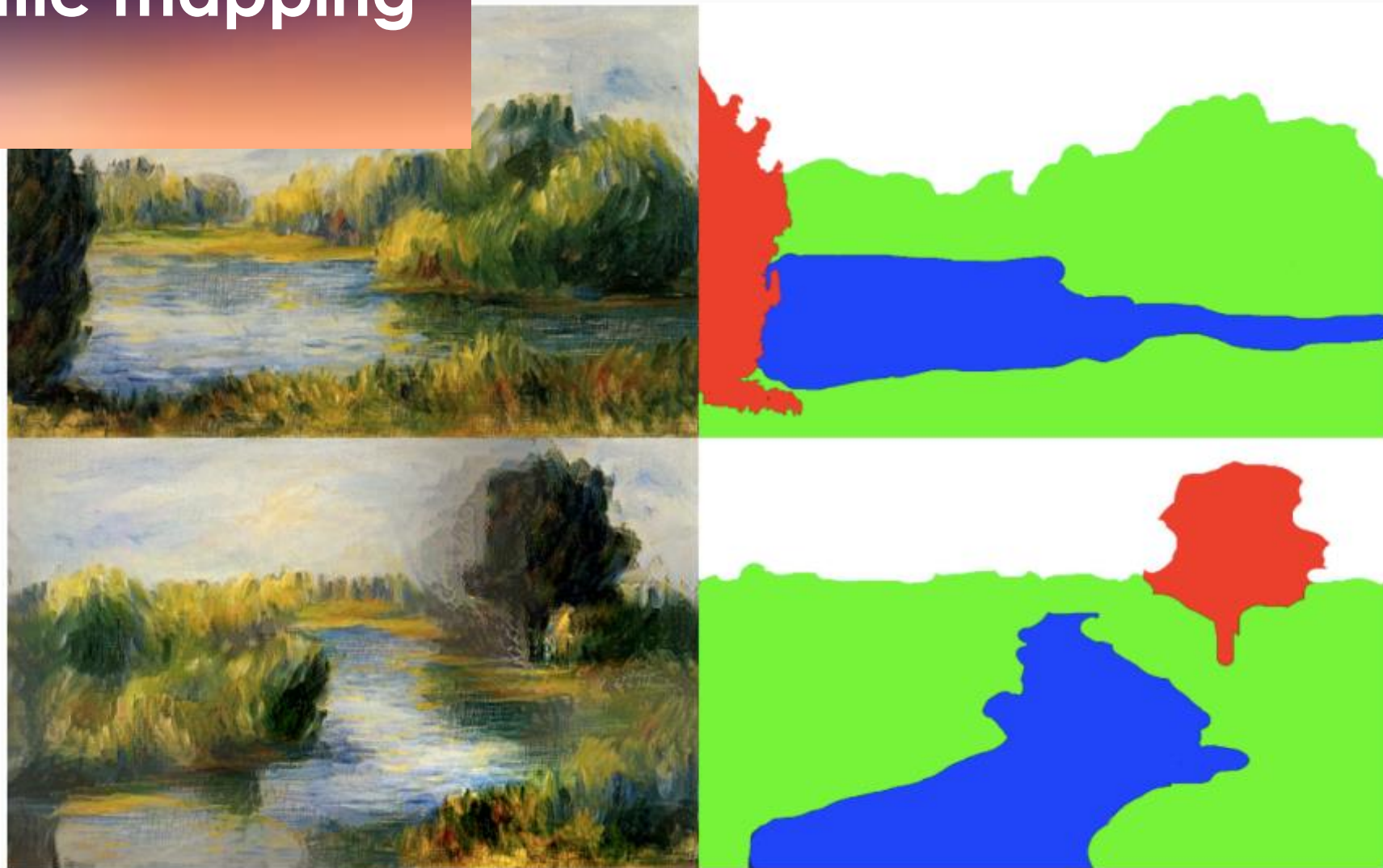


NEXT REMBRANDT
EXHIBITED IN AMSTERDAM

EXPERIENCE



AI & Semantic mapping

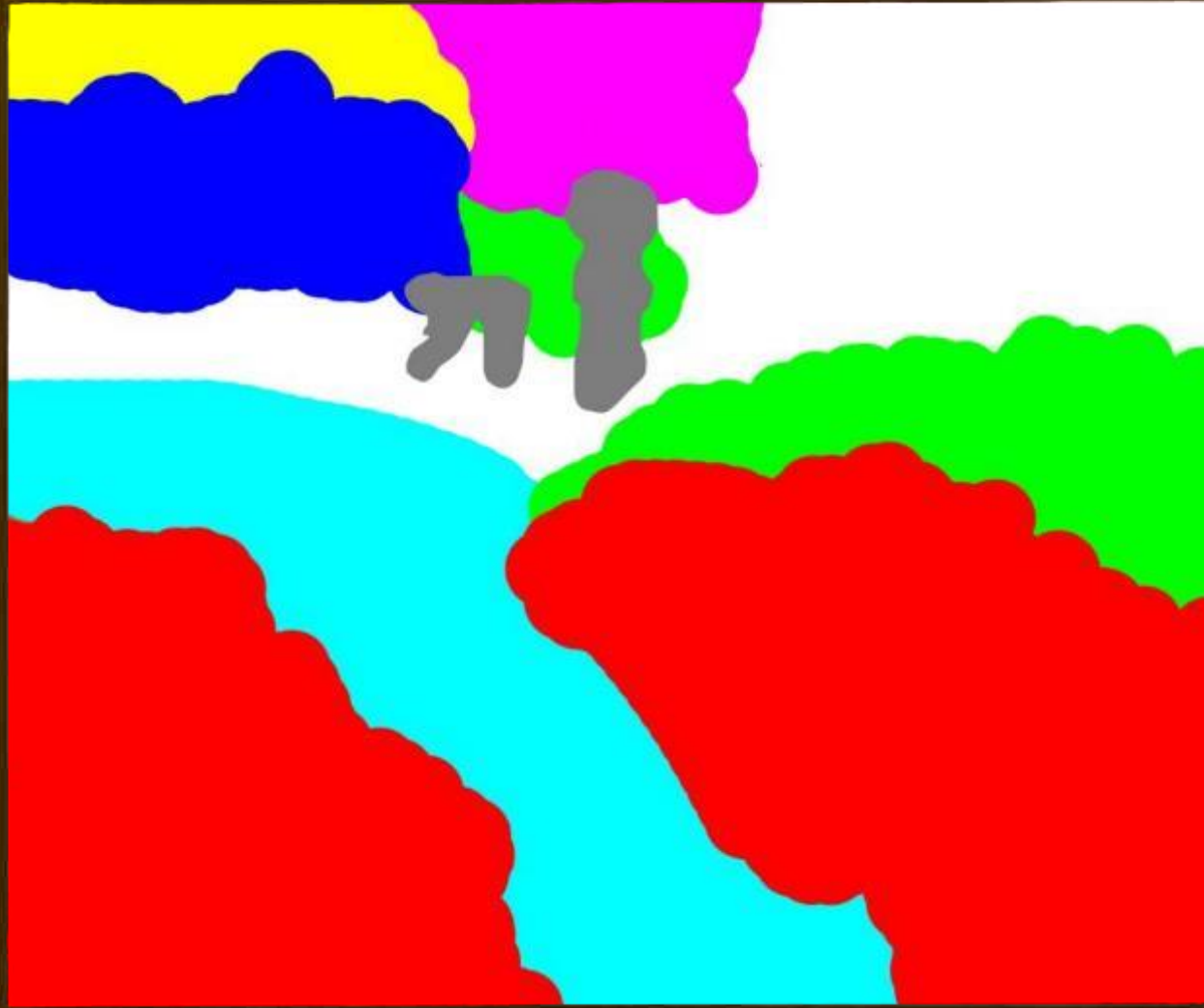




An original Renoir



**Each region is
coloured in by a
human creating
a Semantic Map**

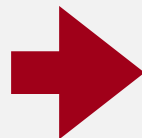


**A new map is
created and
given to an AI
running on
Google
hardware.**

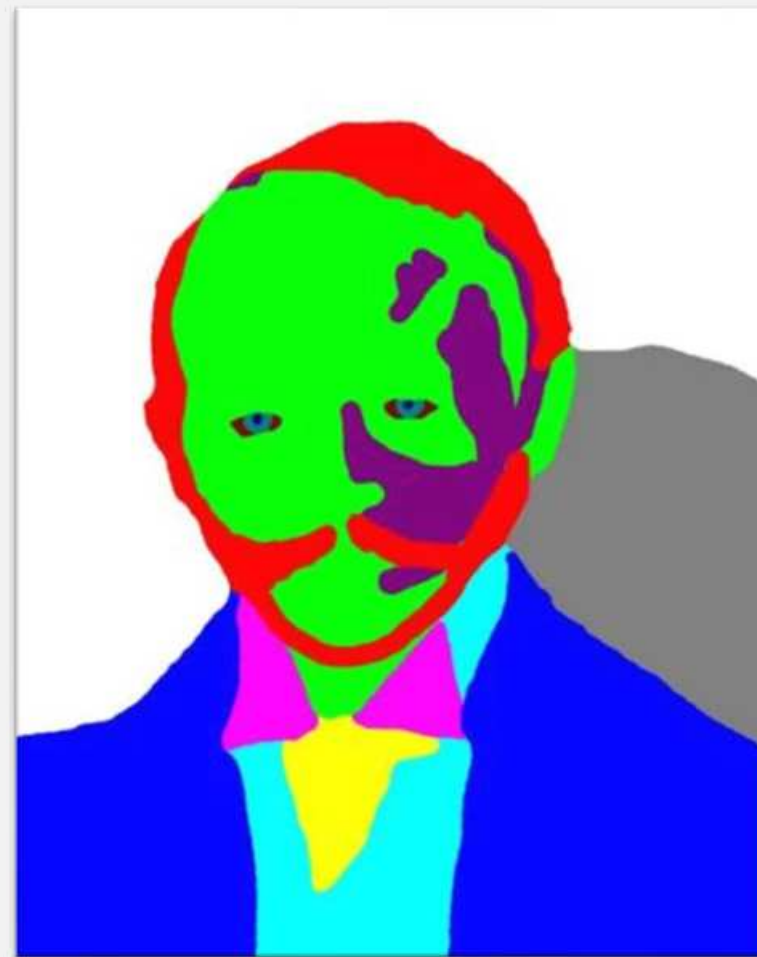
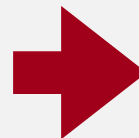


**A new Renoir is
created with
styles mapped
to the correct
region.**

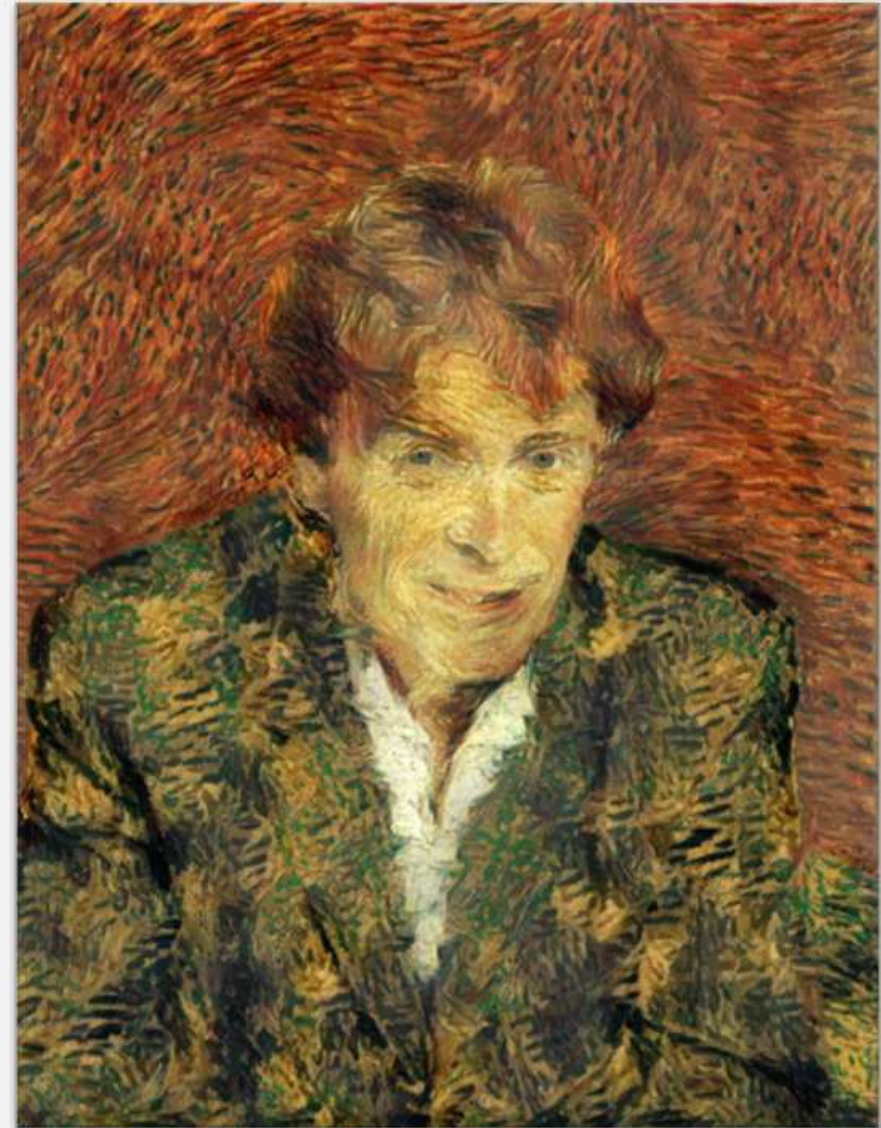
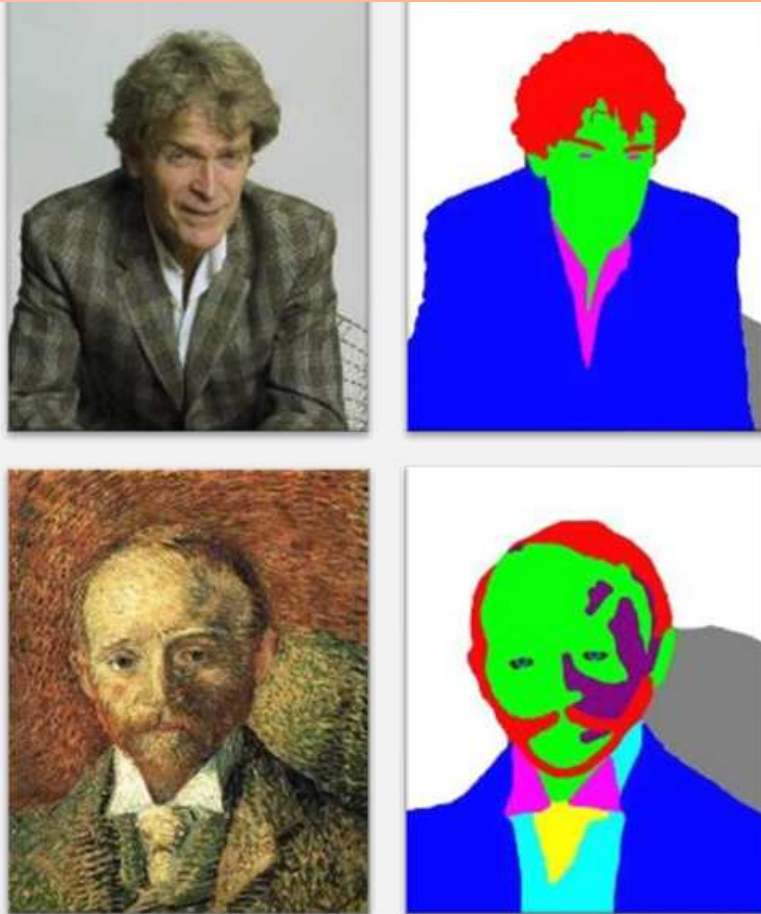
Semantic mapping AI

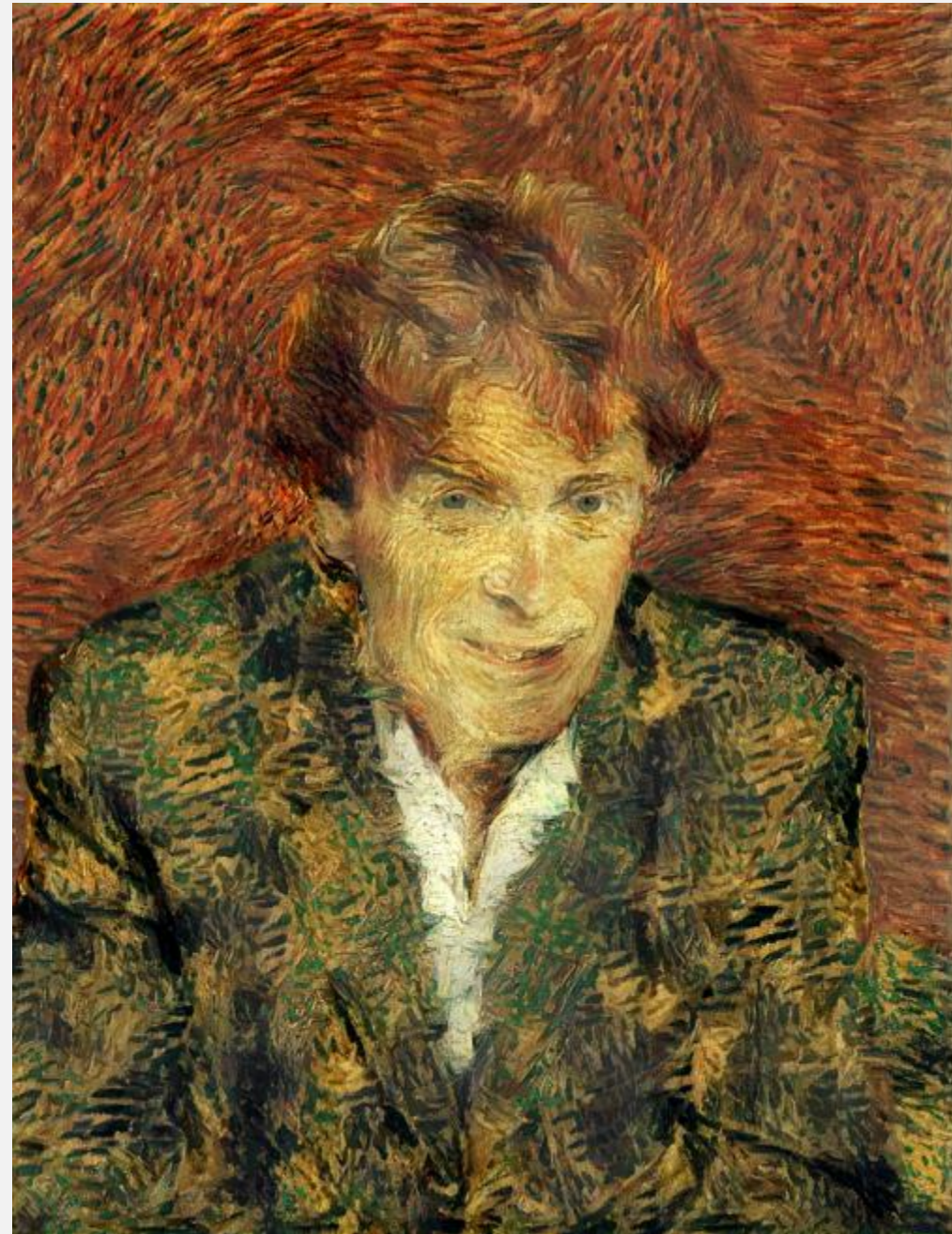
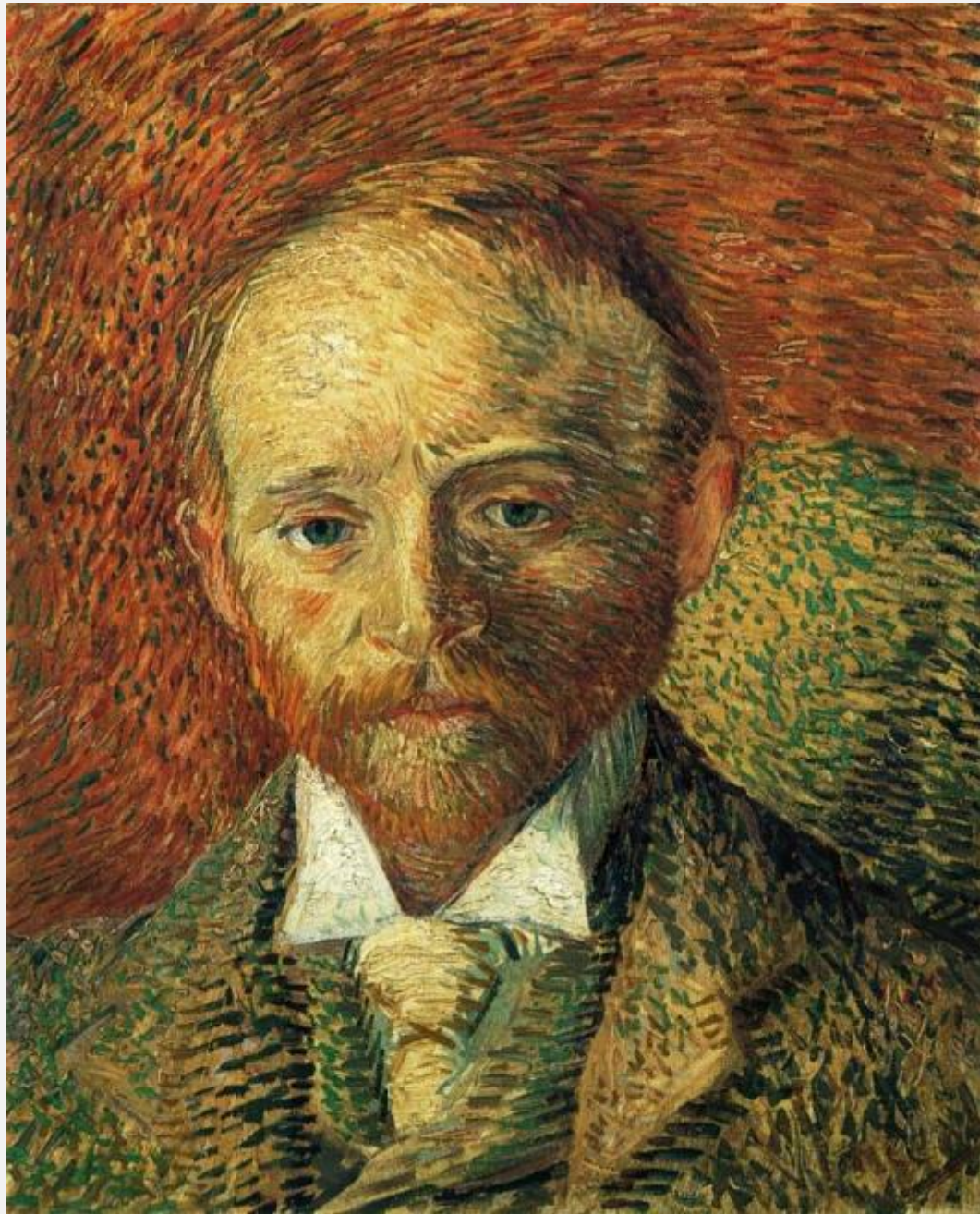
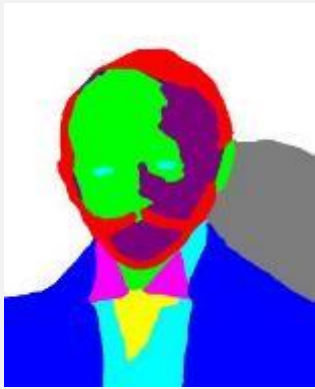


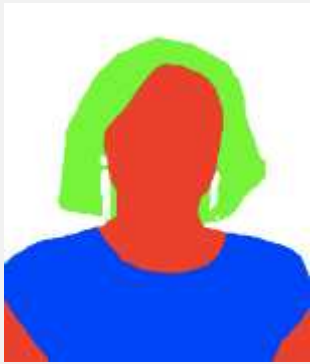
Semantic mapping AI



Semantic mapping AI









Semantic mapping AI

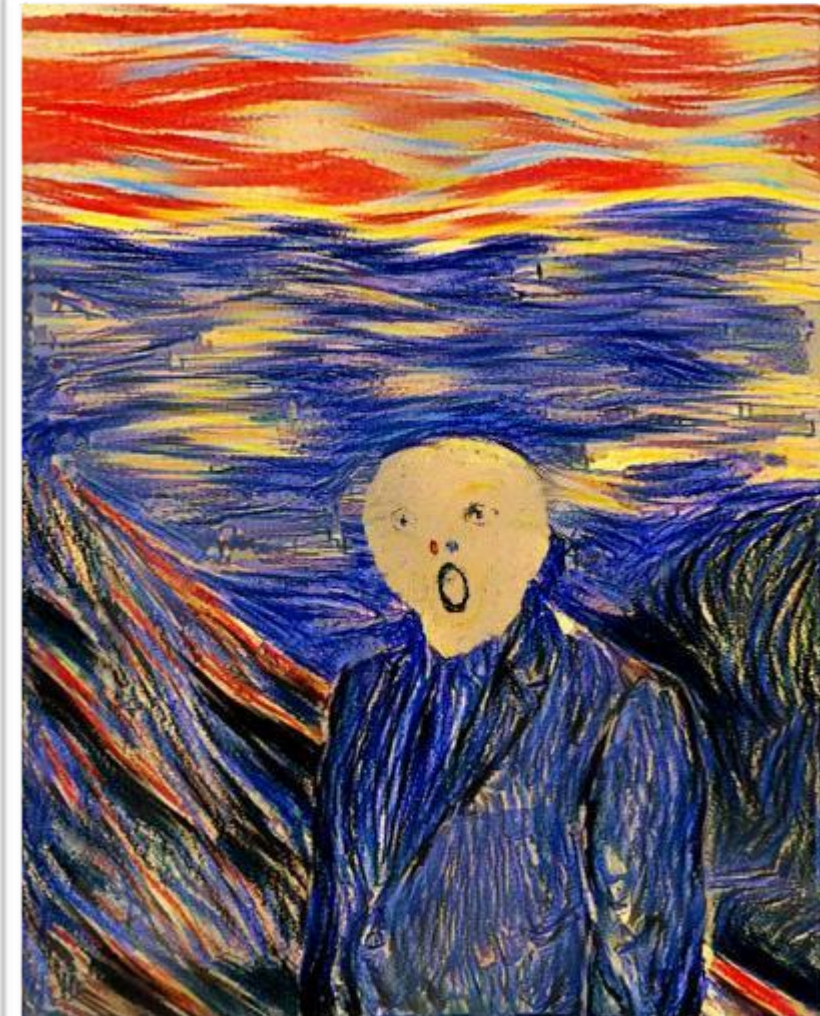


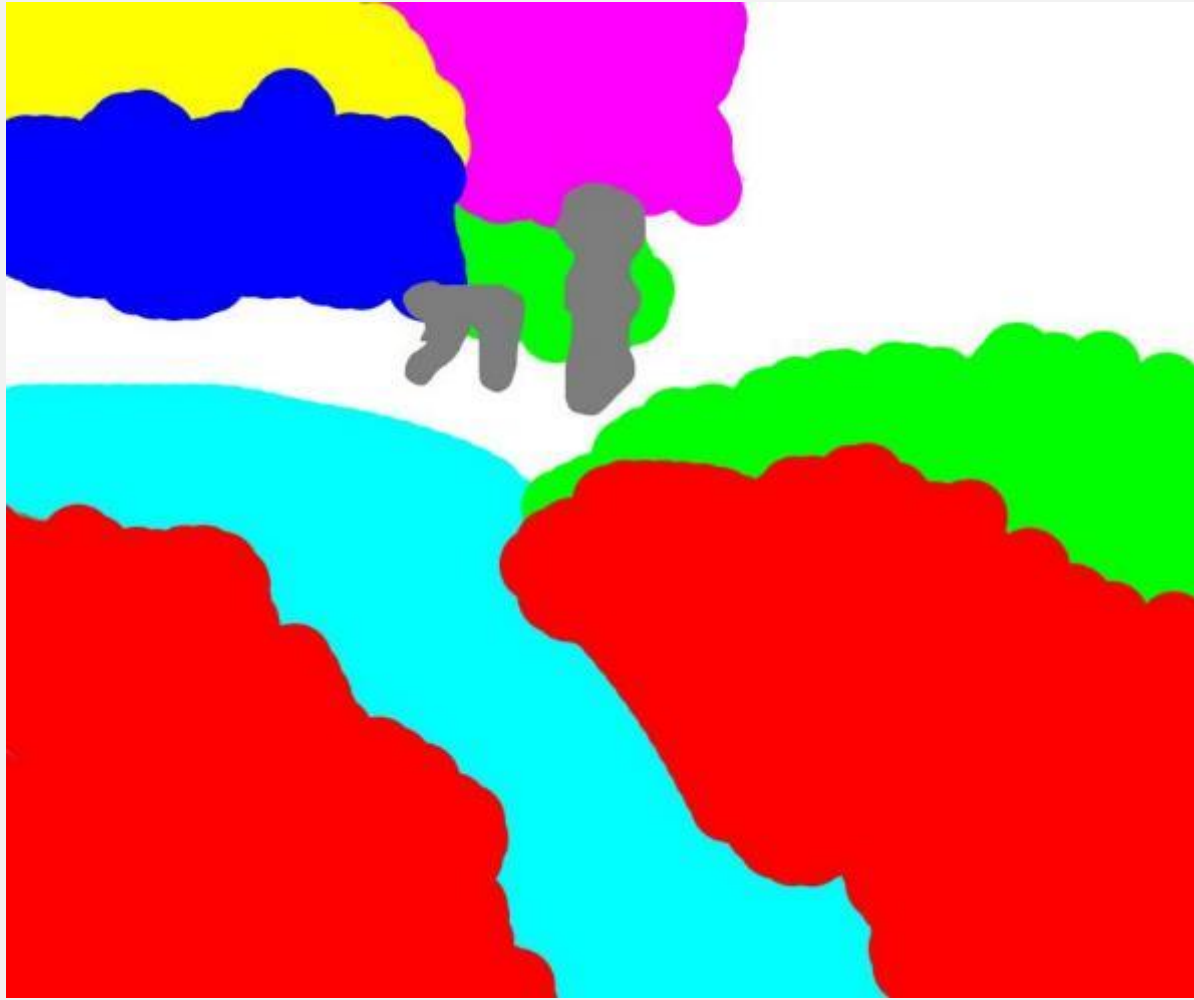


Semantic mapping AI

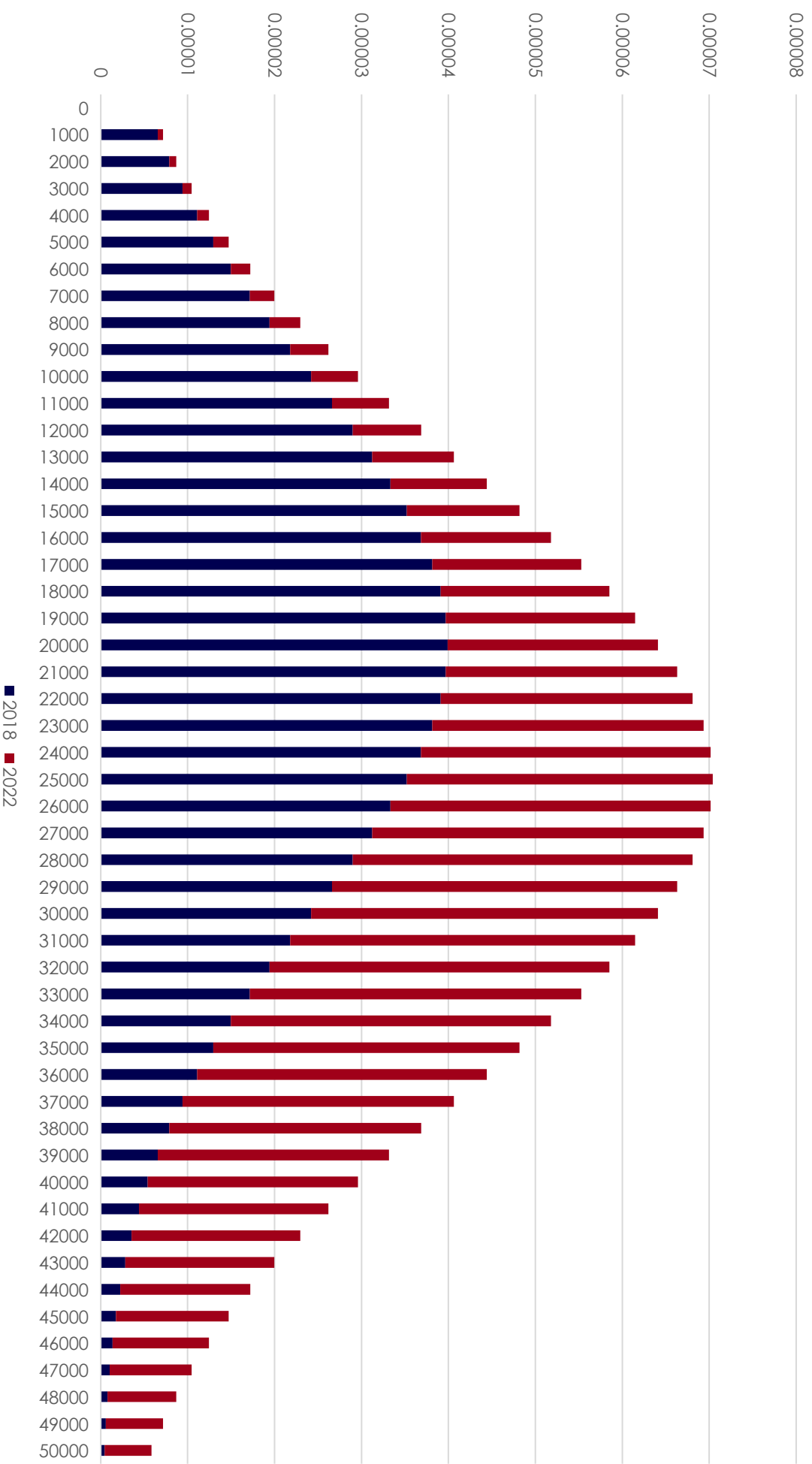


Semantic mapping AI





No. Creative Assets vs Efficiency





Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP

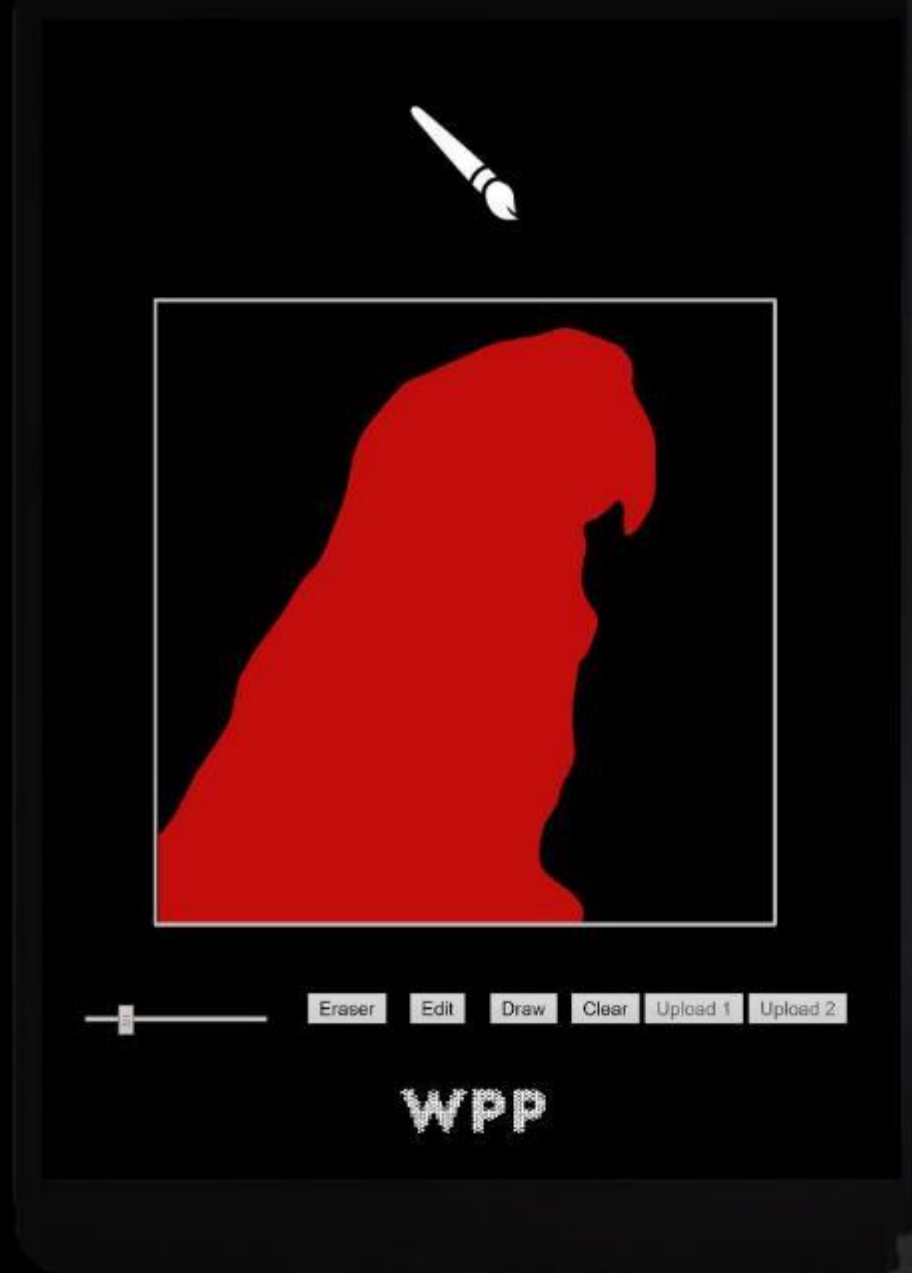


WILDAID

Help us save
the real thing
[donate](#)

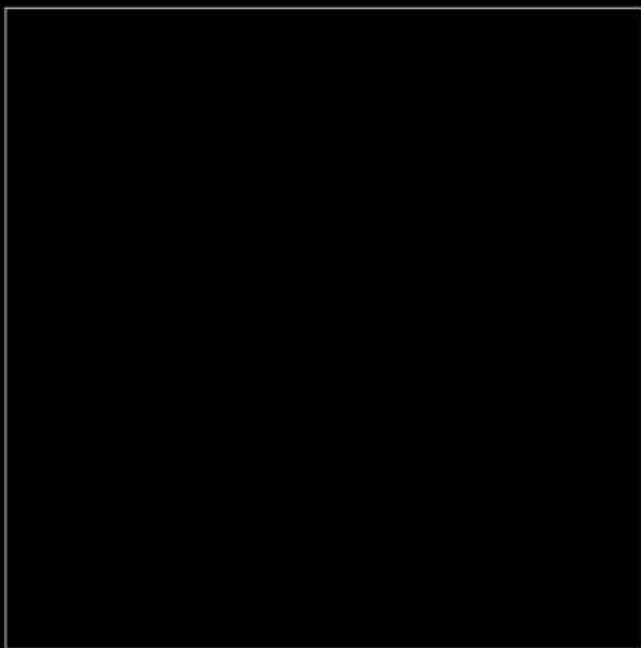


WPP





Trained on 20000 images of scarlet macaws, the ai can generate a unique macaw in 5 seconds.



Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP





Collaborative Creative AI On Dual-Screen Devices WPP, 2020



Eraser Edit Draw Clear Upload 1 Upload 2

WPP



WILDAID



Help us save
the real thing
[donate](#)





Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP



WILDAID

Help us save
the real thing
donate



 Microsoft

 NVIDIA



Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP



Help us save
the real thing
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 Microsoft

 NVIDIA



Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP

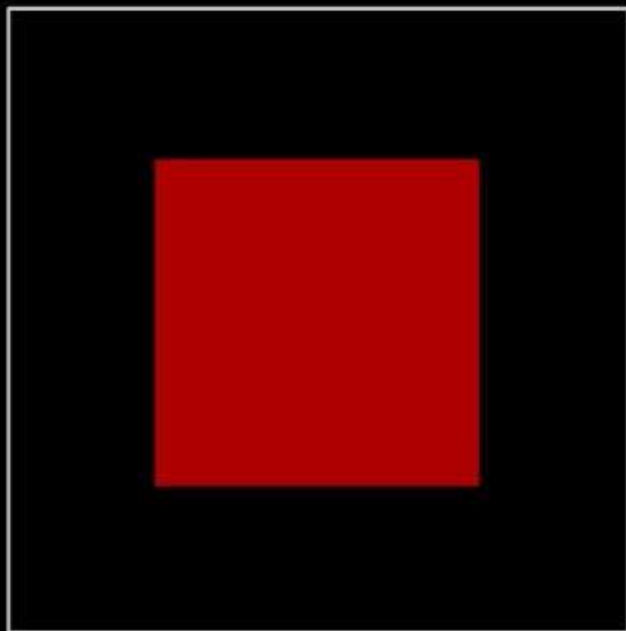


Help us save
the real thing
donate

WILDAID

Microsoft

nVIDIA



Eraser

Edit

Draw

Clear

Upload 1

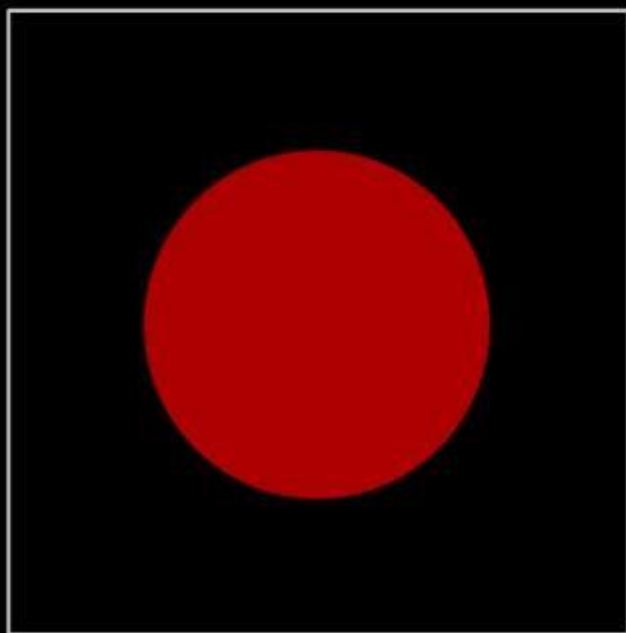
Upload 2

WPP



 Microsoft

 NVIDIA



Eraser

Edit

Draw

Clear

Upload 1

Upload 2

WPP



Microsoft

nVIDIA



SURFACE + AZURE
TOGETHER WILL
TRANSFORM OUR
CREATIVE INDUSTRY in
the end





STRONG,
STUNNING
HAIR
STARTS
FROM
THE
ROOTS

FALL REPAIR 3X



NEW
FALL REPAIR 3X
ENRICHED WITH ARGANINE

1. HELPS PREVENT HAIR FROM FALLING OUT
2. REDUCES HAIR LOSS
3. VITAMIN E AND Biotin



L'Oréal
PARIS



PRECIOUS OIL
EXCEPTIONAL
CARE
DIVINE HAIR

ELVIVE
EXTRAORDINARY OIL



THE 1ST UNIVERSAL TREATMENT FOR HAIR:
USE BEFORE SHAMPOO, AS A MASK, BEFORE STYLING-HEAT,
OR AFTER FINISHING TOUCH.

■ NOURISHES AND PROTECTS
■ BRILLIANTLY SHINES
■ AMAZINGLY SOFTENS

Because you're worth it.
L'Oréal
PARIS



Irina Shayk.



ELVIVE
EXTRAORDINARY OIL



THE 1ST DRY OIL FOR THIN HAIR!
LEAVES HAIR AMAZINGLY FLOWING AND SHINY.
■ ULTRA-LIGHT FORMULA
■ HELPS IN REGROWTH
■ PREVENTS SHEDDING WITH NO RESIDUE

Because you're worth it.
L'Oréal
PARIS



A FINISHING TOUCH:
LEAVES HAIR LUXURIOUSLY SMOOTH AND SHINY.
■ HELPS IN REGROWTH
■ DEEPLY NOURISHES
■ ENDS FRIZZ AND FLY AWAY

Because you're worth it.
L'Oréal
PARIS

[255, 34, 0],
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[121, 34, 43],
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Eyeglasses



Wearing Hat



Bangs



Wavy Hair



Pointy Nose



Mustache



Oval Face



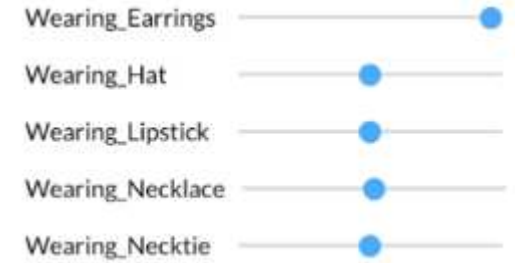
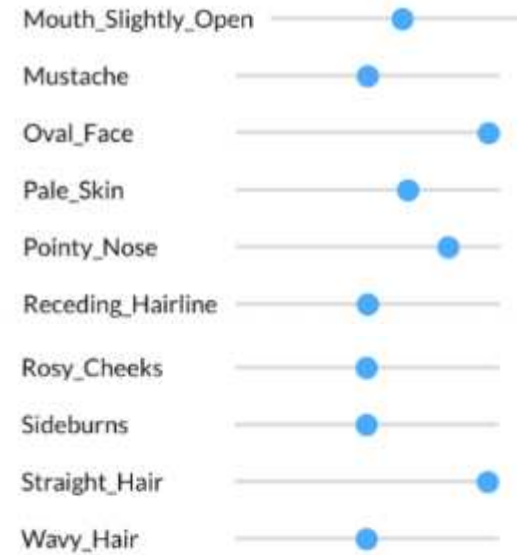
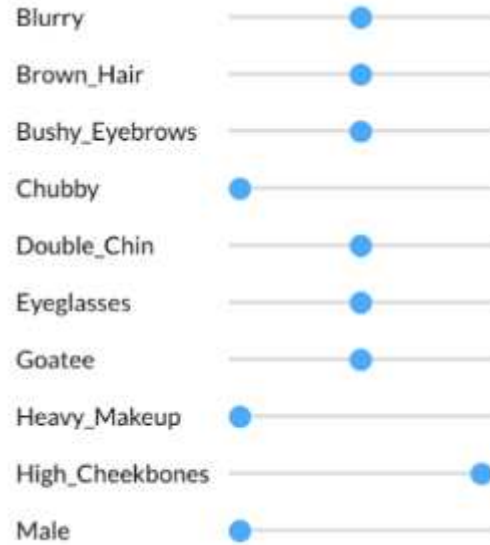
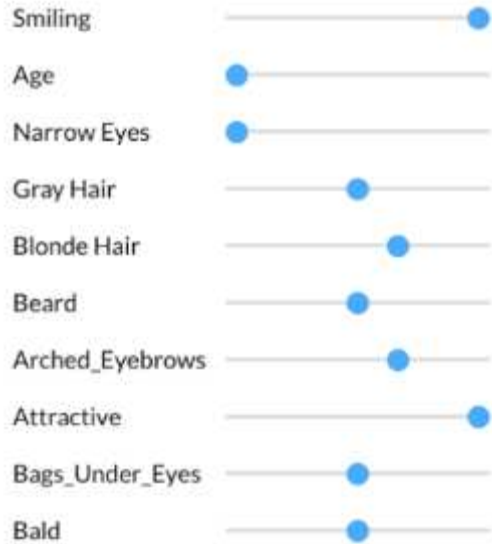
Smiling



INPUT



OUTPUT





PROGRAMMATIC PEOPLE, 2018



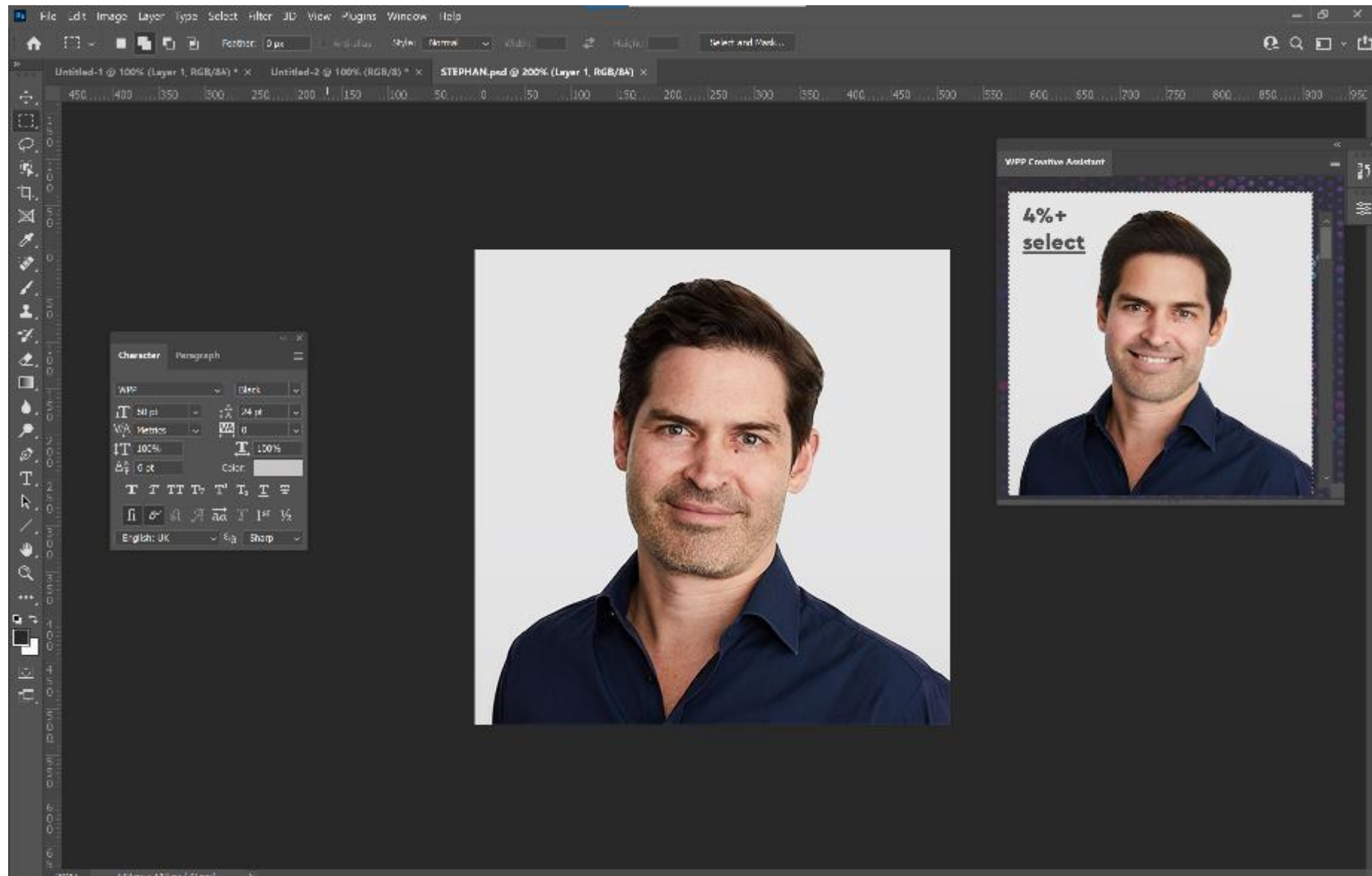
PROGRAMMATIC PEOPLE, 2018

2018



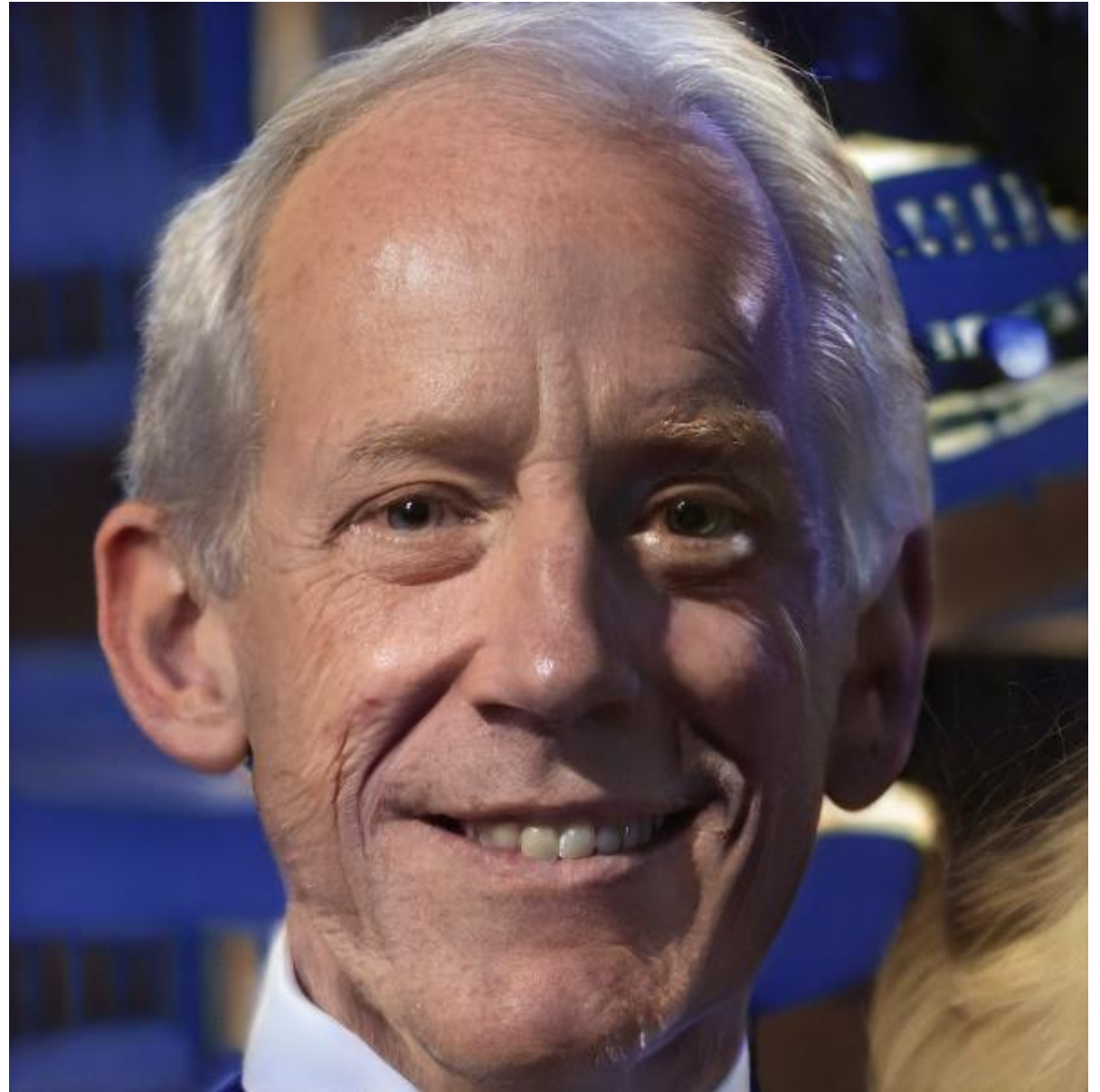
2019











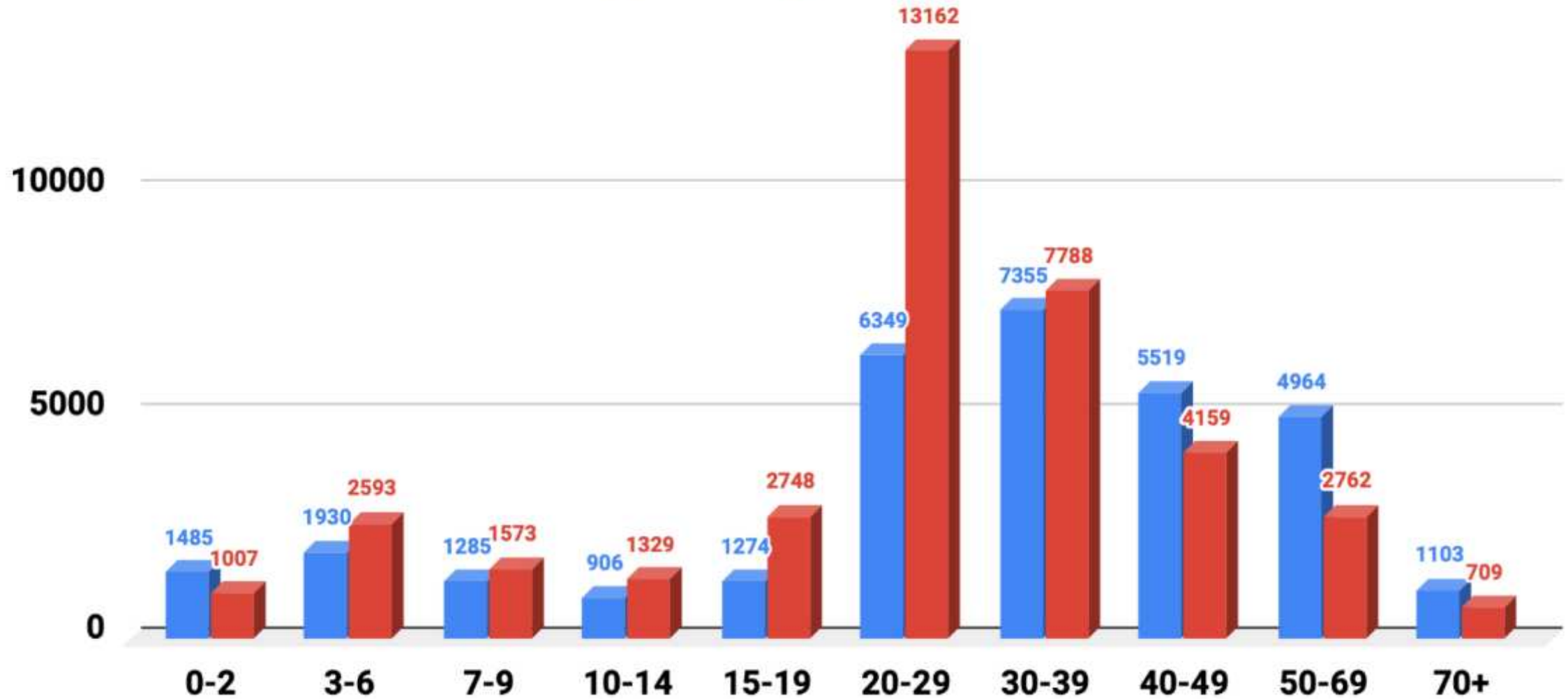




FFHQ

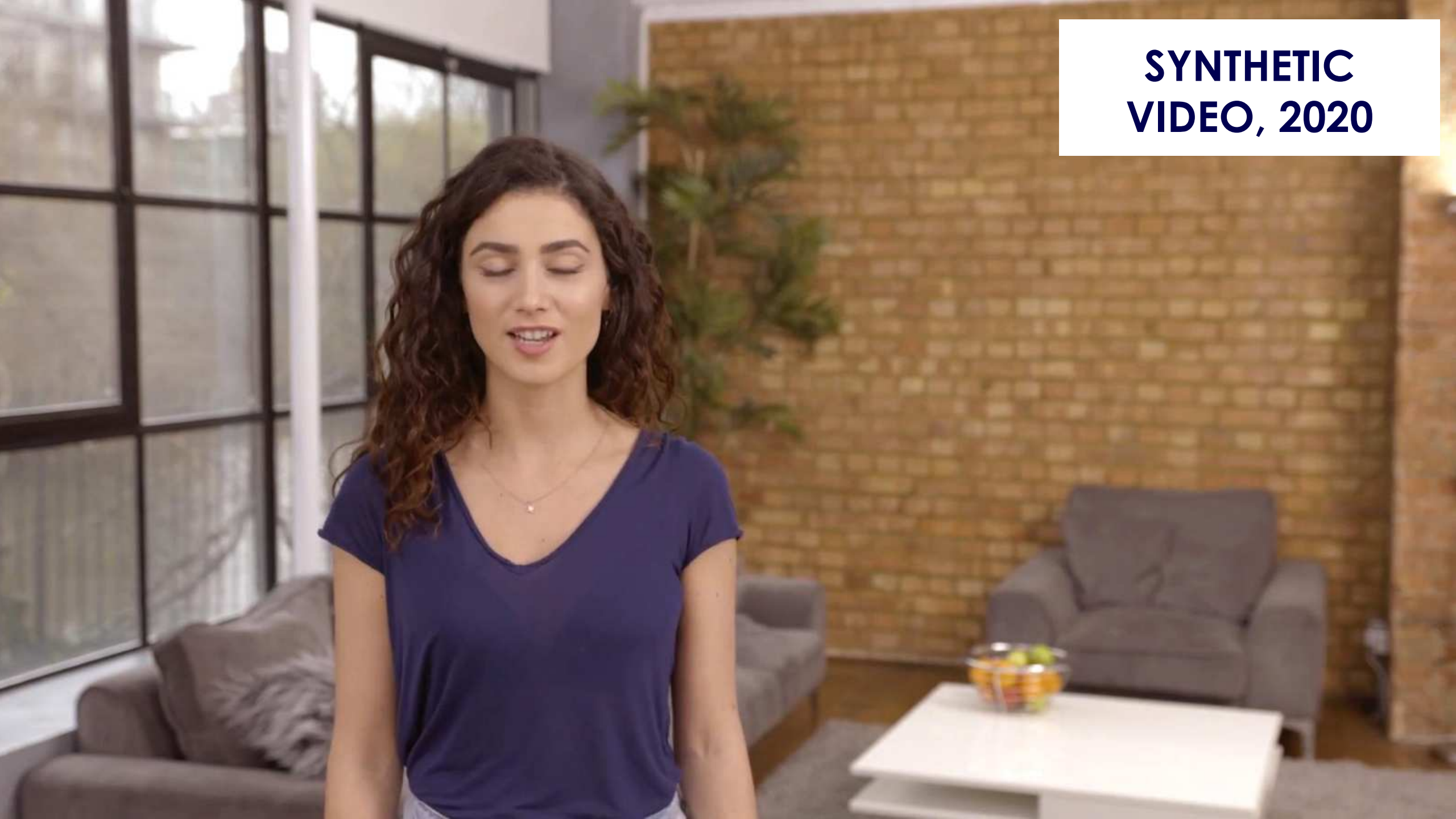
Age Distribution

■ Males ■ Females





SYNTHETIC VIDEO, 2020

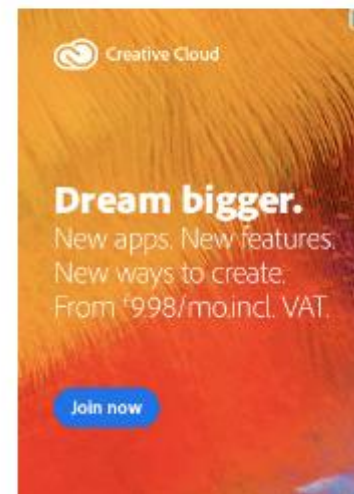




Netflix 'deceiving' black users with 'creepy' posters

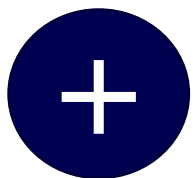
The streaming service is accused of using artwork to suggest black actors have starring roles in films when they do not.

08:16, UK,
Monday 22 October 2018





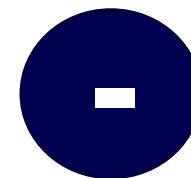
SYNTHETIC DIVERSITY, 2020



FOR

START-UP WILL SELL IT TO CLIENT ANYWAY
CHEAPER
MORE EFFECTIVE
BETTER THAN SINGLE ETHNICITY
INNOVATIVE
ADS FEATURE ACTORS ANYWAY, NOT REAL PEOPLE

AGAINST



FRIGHTENING
UNTRUSTWORTHY
DOESN'T ADDRESS REPRESENTATION
HOMOPHILY

Exercise

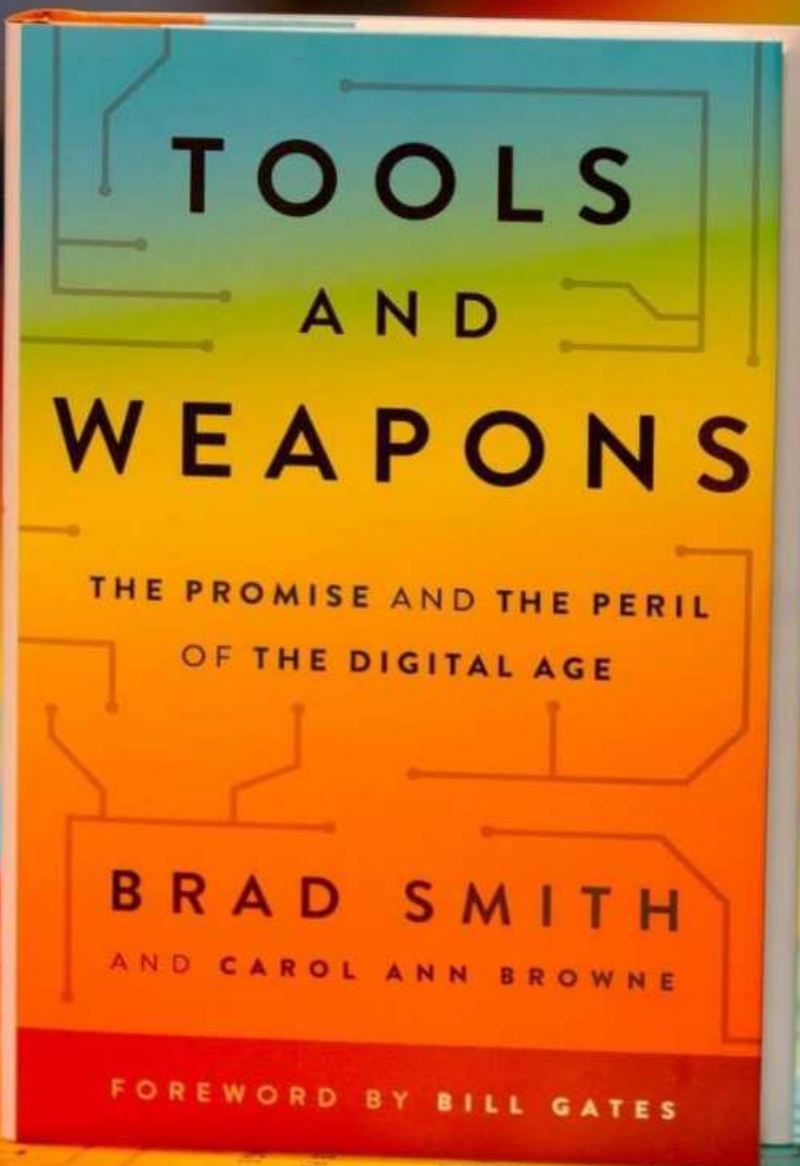
In pairs

ROLE PLAY:

**Cynic vs Believer re
Future of AI**

Switch roles after 3'

 **3 min (x2)**



Ethics council



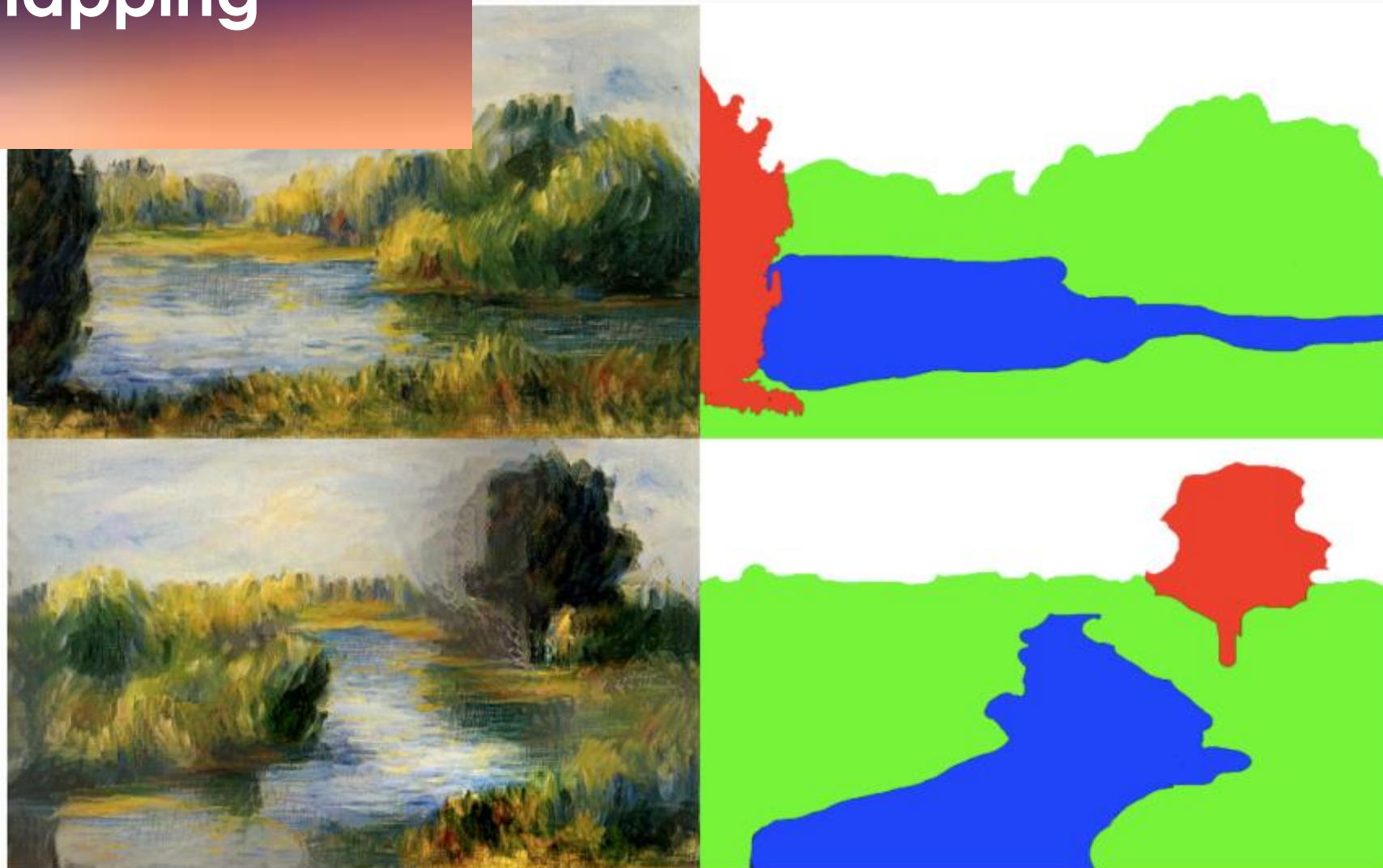


Some
Good news





Semantic mapping



Inclusivity in marketing is a scale challenge

**Brand leaders
commit to it...**

**Consumers
expect it...**

**But it gets lost
in mass production...**



Companies
committed to
social good see

+20%
increase in revenue



Mark Pritchard, CMO P&G

Inclusivity in marketing is a scale opportunity







**W
H Y
D O I
N E E D
A N E Y E
E X A M I N
A T I O N ? ?**



54%

of people surveyed said they do not feel fully culturally represented in online advertising and

71%

of people surveyed expect brands to promote diversity and inclusion in their online advertising

Source: Facebook-commissioned study by Ipsos (N=12,000 Adults 18+ BR, UK, US Oct 2020)



90%

In more than 90% of the simulations we ran, diverse representation was the winning strategy for ad recall lift

Source: Global meta-analysis of 1207 Facebook lift study data, 2018.
Verticals: CPG, Technology, E-commerce, Entertainment & Media and Retail



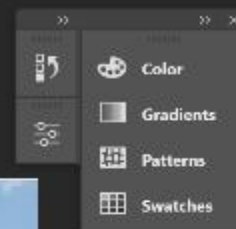
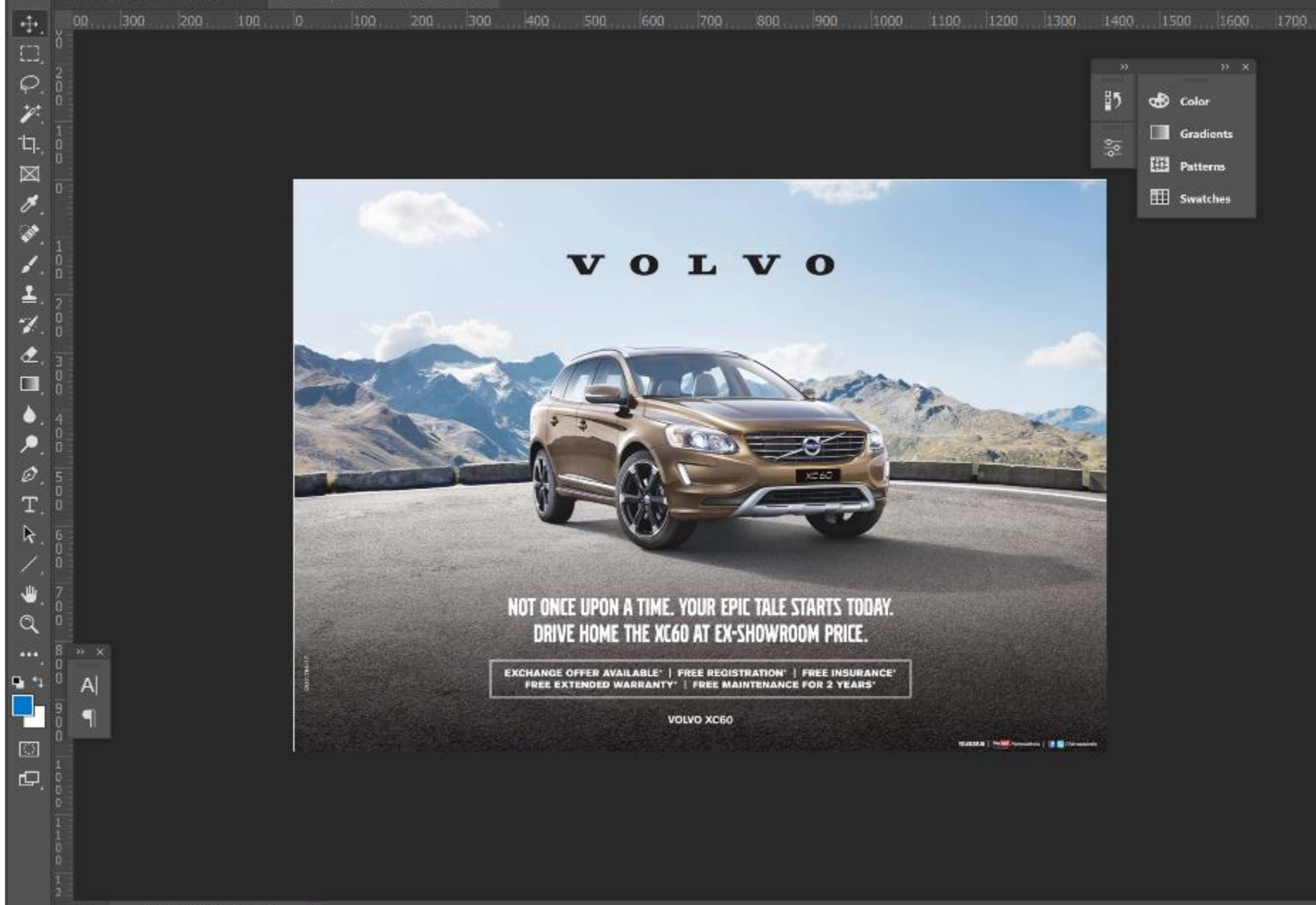
1.1%

People with disabilities were severely underrepresented in online ads (present in only 1.1% of the ads examined)

Source: Research on Gender in Media Study by Geena Davis Institute, Facebook-commissioned global study (N=1,022 ads), 2019



AI CAN MAKE ASSETS ACCESSIBLE



WPP Creative Assistant

Feed Shortcuts Events Review About

Smart Views

Accessibility

- ☐ Color limited view
- ☐ Visually impaired view

Diversity & Inclusion

- ☐ All ☐ Women ☐ Over 30
- ☐ Over 50
- ☐ BIPOC ☐ Visible Disability

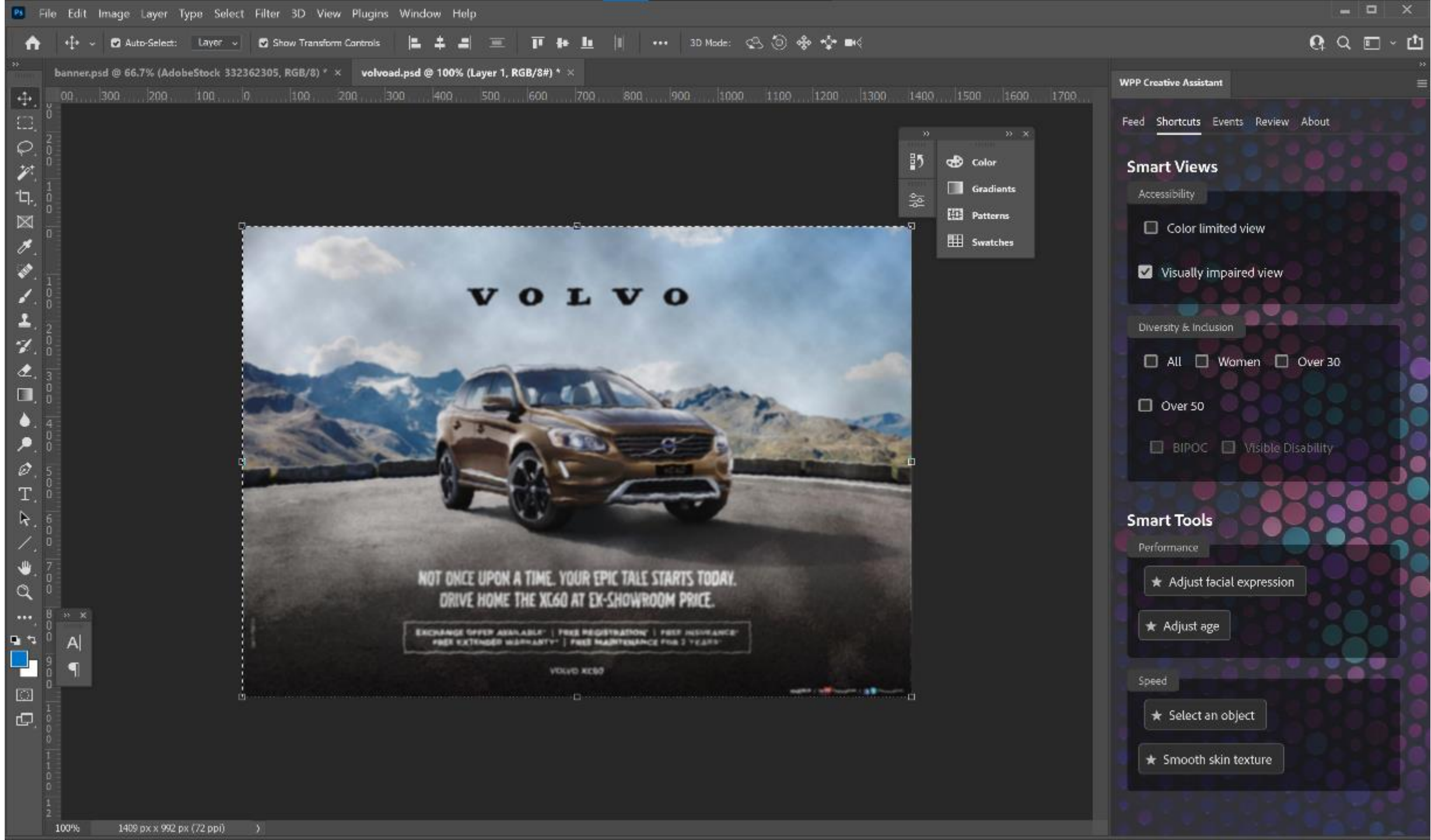
Smart Tools

Performance

- ★ Adjust facial expression
- ★ Adjust age

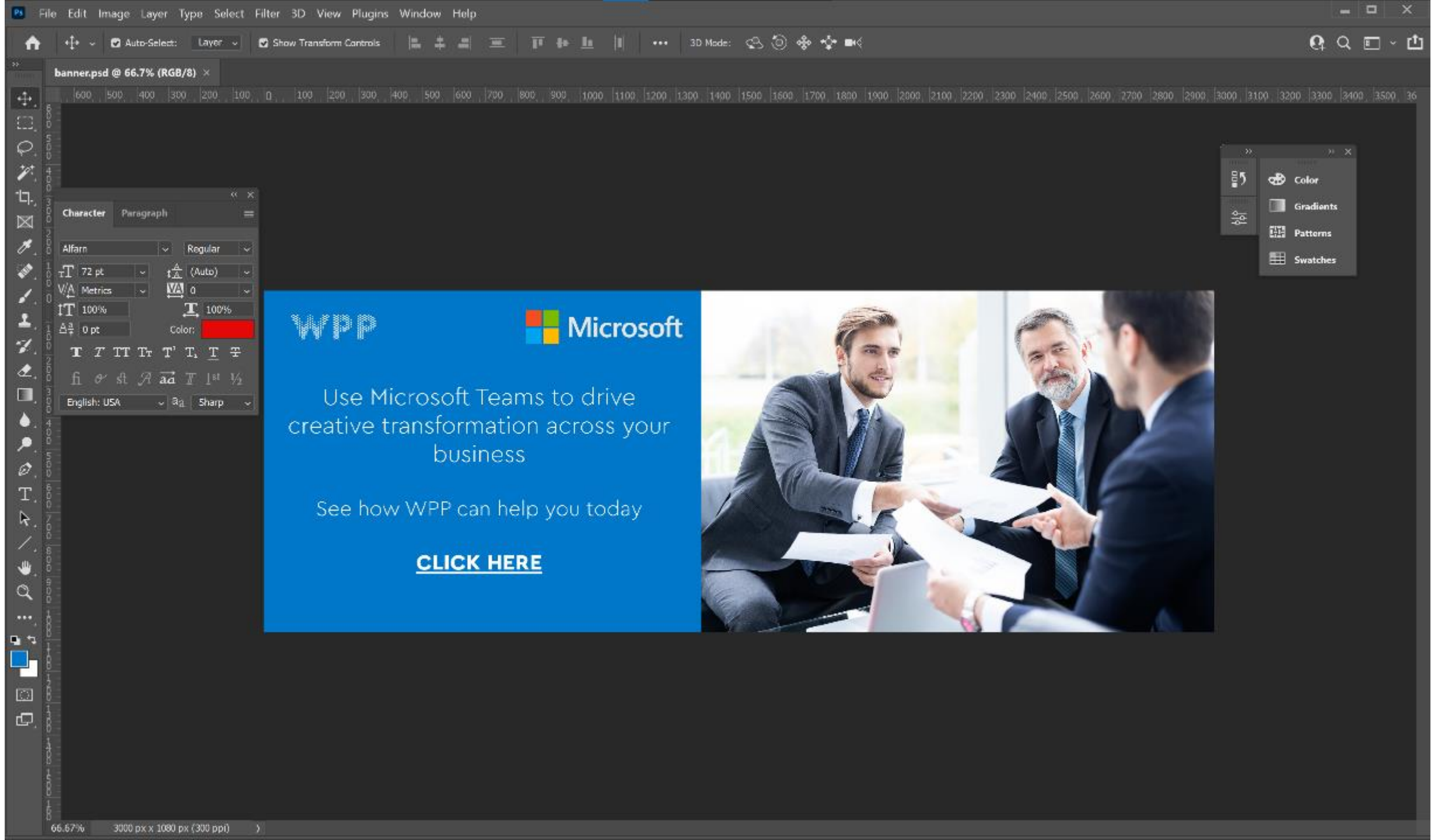
Speed

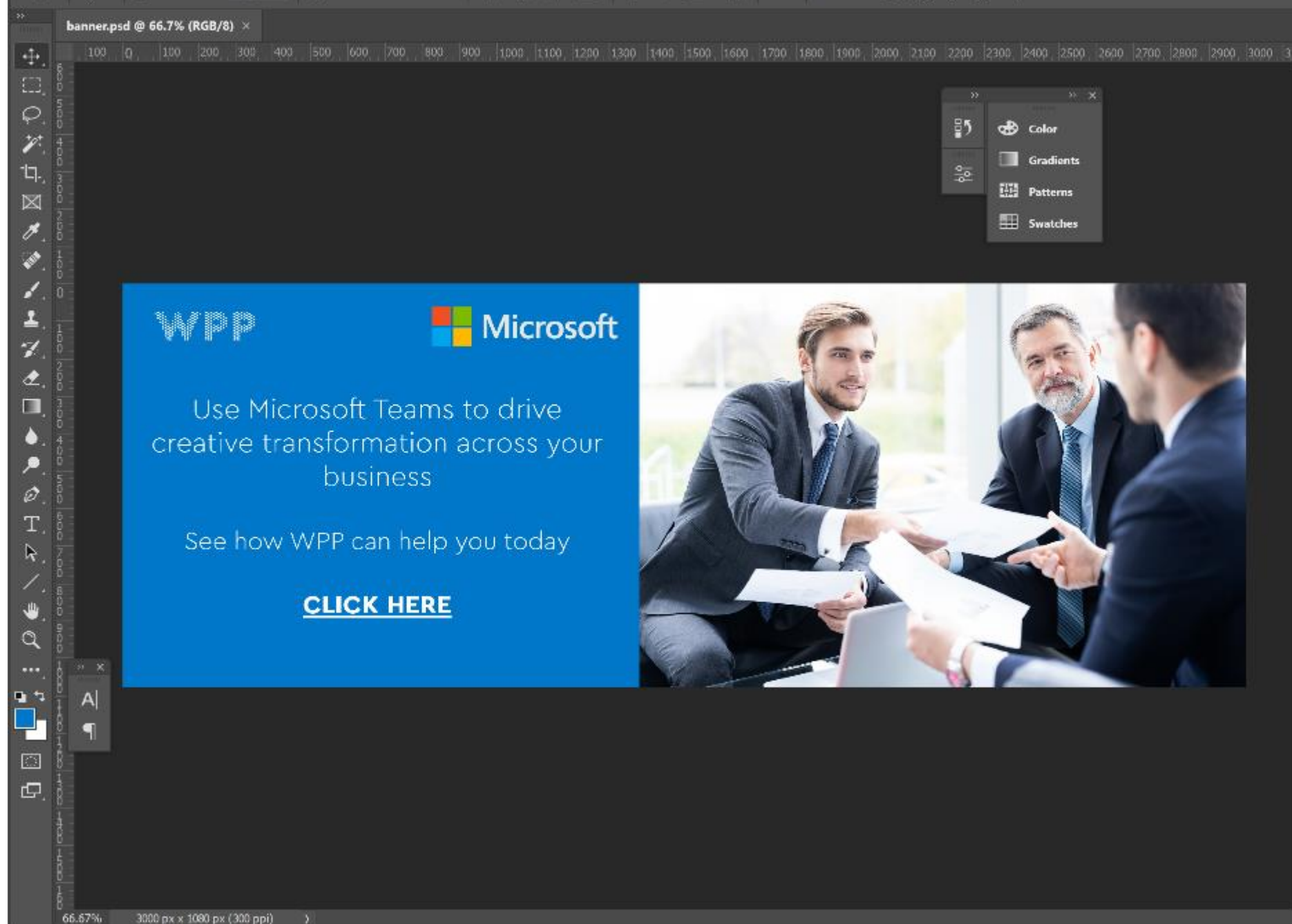
- ★ Select an object
- ★ Smooth skin texture





AI CAN CHECK ASSETS ARE ACCESSIBLE





WPP Creative Assistant

Feed Shortcuts Events **Review** About

Client Requirements

Color & Contrast

- ⚠ All important text (except logos) must have Level 2 contrast or better
- ⚠ Large text must have Level 1 contrast or better

Imagery

- ⚠ Total campaign output must feature 40% inclusive imagery

Approved inclusive image pool:



Text & Typography

- ❓ Save text separately from the background so that it can be resized in the browser

Unless prohibited by language or script;

- ✅ 1.5x line height minimum
- ✅ 2x paragraph spacing minimum
- ⚠ 0.12x letter spacing minimum
- ⚠ 0.16x word spacing minimum

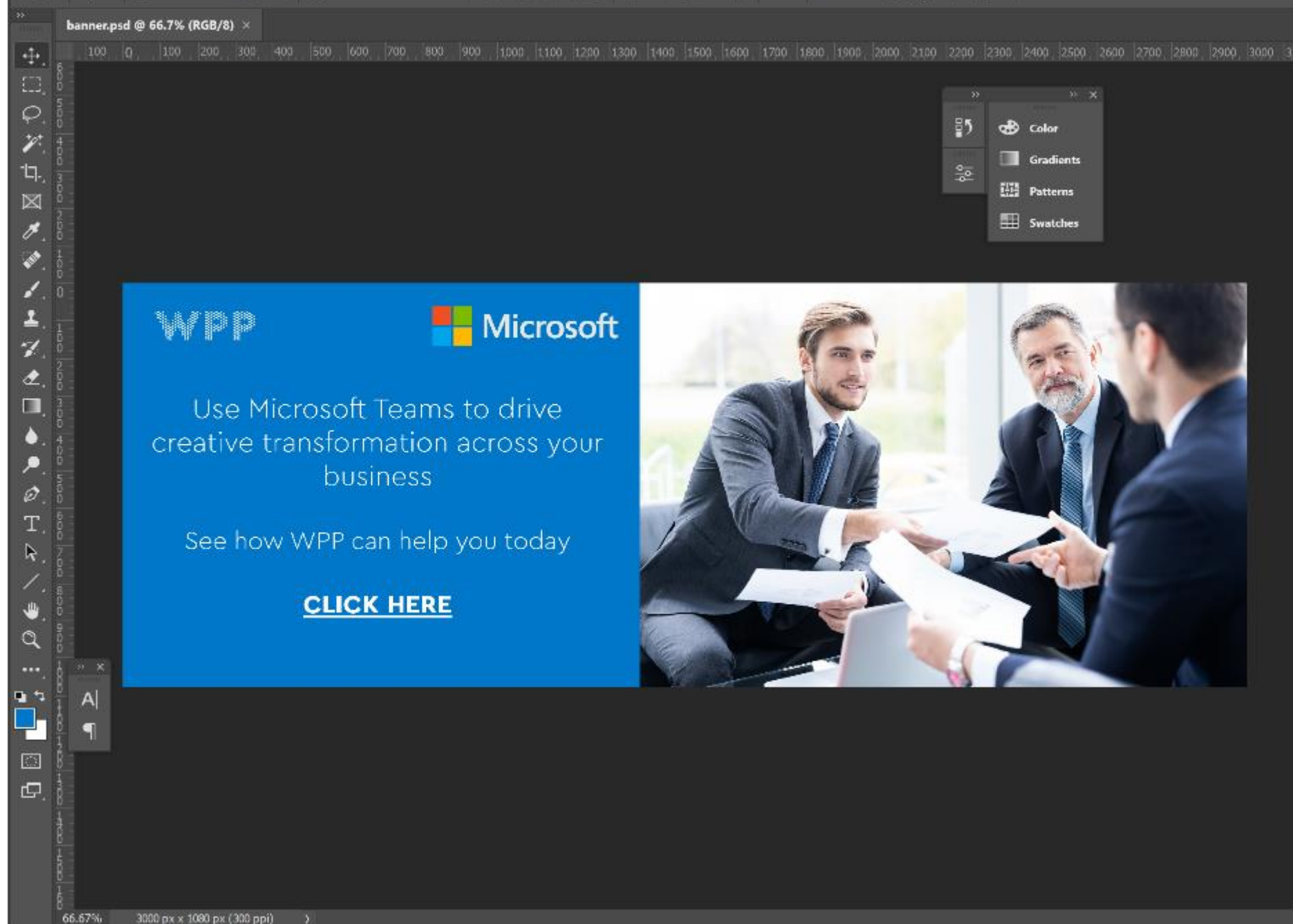


AI CAN MAKE ASSETS REPRESENTATIVE

INCLUSIVE AI

WPP OPEN BRAND GOVERNANCE
GLOBAL DASHBOARD





WPP Creative Assistant

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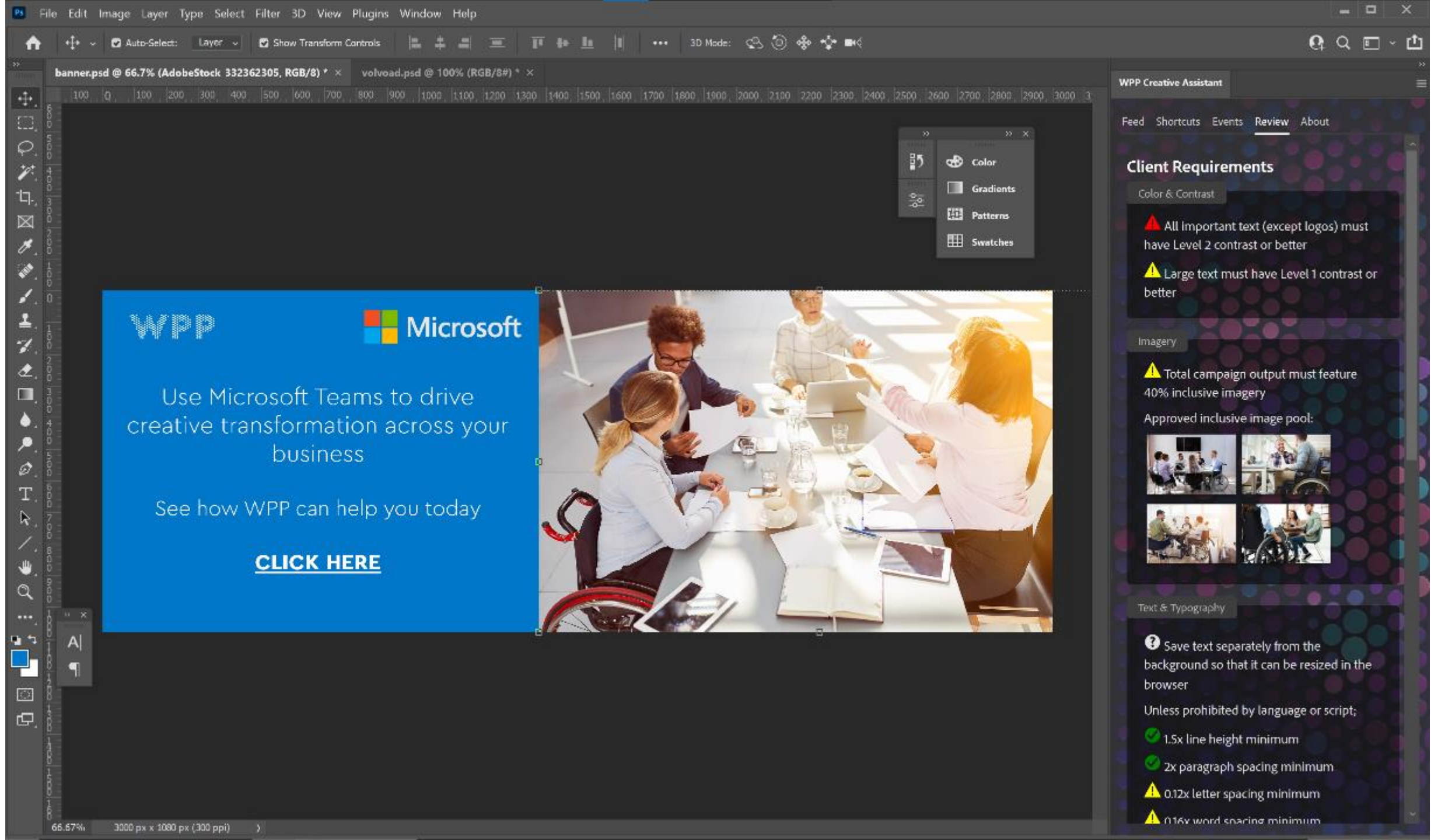


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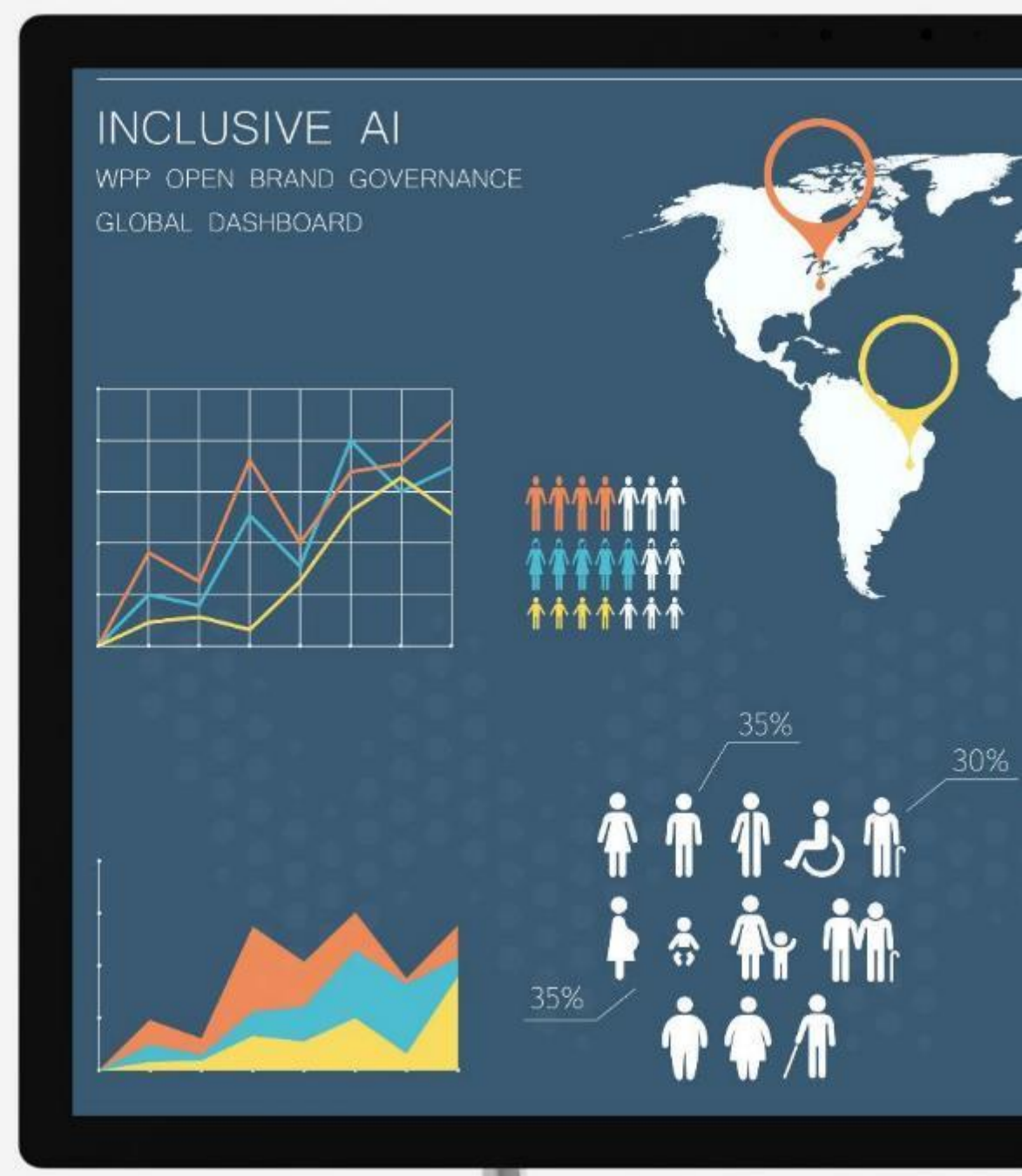
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- ⚠ 0.12x letter spacing minimum
- ⚠ 0.16x word spacing minimum

INCLUSIVE AI PILOT

perry.nightingale@wpp.com

THANK-YOU



Exercise

In threes

**Brainstorm about your role:
actions you can/should
take now**

future actions to prepare for



15 min

Exercise

Plenary



Deep dives



IRG 100 Roadmap

Why

0.1 Personal Introductions

0.2 Program and business introductions

1.1 Humanized Growth Study

1.2 Leading Humanized Growth

1.3 Decoding the World

1.4 Humanized Growth

1.5 Personal Passion & Purpose

1.6 Network & Sparring

 Growth Opportunities

Key

- | | | | |
|---|-----------------|---|-----------|
|  | Set-up & Finale |  | Sparring |
|  | Core curriculum |  | Milestone |
|  | Leadership |  | Feedback |

What

2.1 Abundant Markets

2.2 Multiple Business Models

2.3 Evolving Experiences

2.4 Da Vinci Growth CMO

2.5 Da Vinci CMO Attitudes & behaviours

2.6 Network & Sparring

 Growth Ambition

 Growth Ambition Feedback

How

3.1 Human-Centric Transformation

3.2 Open Culture

3.3 Anticipative Organisation

3.4 Whole-Brained

3.5 Diversity for Growth

3.6 Network & Sparring

 Growth Plan

 Growth Plan Feedback

4.1 The shared growth opportunity

4.2 Cannes preparation

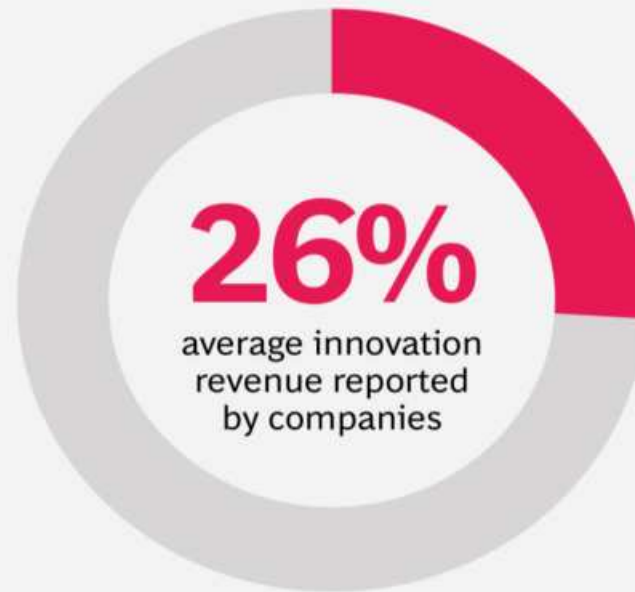
4.3 Cannes: community & impact

Antonio Lucio

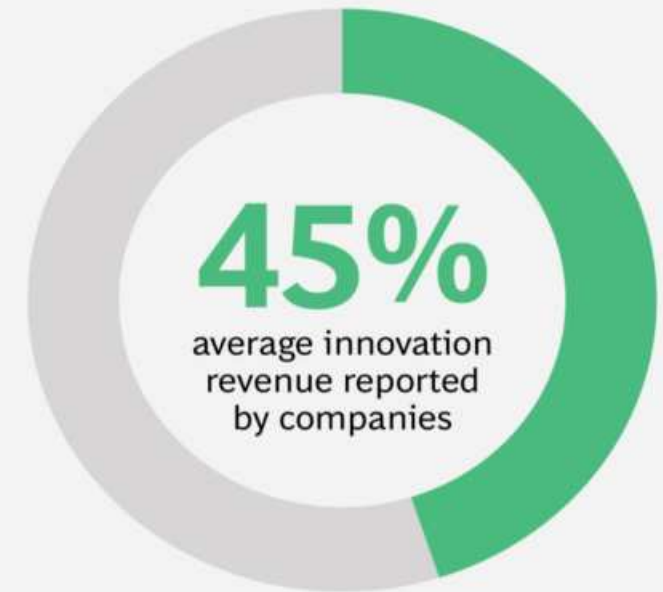


Well documented benefits

Companies with
below-average diversity scores



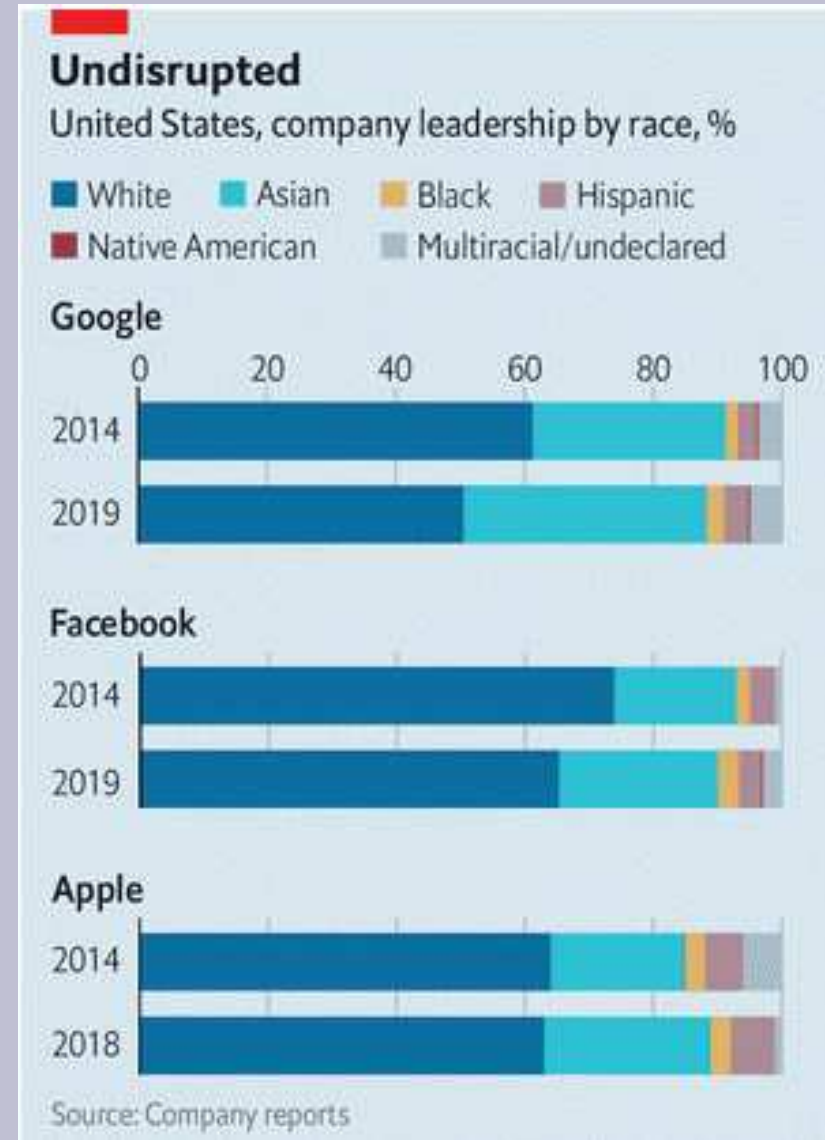
Companies with
above-average diversity scores



BCG

**‘New’ digital age
companies are
just as bad**

**The
Economist**



Humanizing Growth Series

Lorraine Twohill
Chief Marketing Officer



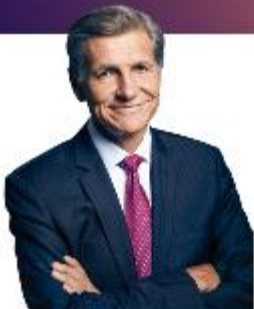
Friday May 21
9 AM EDT | 2 PM BST | 10 PM CST



[Register here](#)

Hosted by RGS Founder Frank van den Oord

Marc Pritchard
Chief Brand Officer



Friday June 11
9 AM EDT | 2 PM BST | 10 PM CST



[Register here](#)

Hosted by RGS Founder Frank van den Oord

Ramon Laguarta
Chairman & CEO



Friday June 18
9 AM EDT | 2 PM BST | 10 PM CST



[Register here](#)

Hosted by RGS Founder Frank van den Oord

Maarten Wetselaar
Integrated Gas, Renewables and
Energy Solutions Director



Friday June 25
9 AM EDT | 2 PM BST | 9 PM CST



[Register here](#)

Hosted by RGS Founder Frank van den Oord

See you next week!