

AMERICAN ASSOCIATION OF ADVERTISING AGENCIES (4A'S)

# STRATEGIC PROGRAMMING RECOMMENDATIONS

Aug. 7, 2014

**Inside: Recommendations from Havas PR North America that will transform the perception of the American Association of Advertising Agencies (4A's) into one of a proactive, forward-thinking organization ready to guide an industry in an exciting transition.**

## WHY HAVAS PR?

**WE ARE NEWS CREATORS:** We find the right story, get it to the right audiences and get it buzzing. Our mantra for our clients (and ourselves) is this: Don't just be *in* the news, *be* the news. We generate opportunities that do just that. And no matter what we are doing, we do it with passion. We are all about the future—and we know it's innovation that gets us there. Turn the page to find out more.

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# EVERYTHING YOU WANT TO KNOW ABOUT HAVAS PR



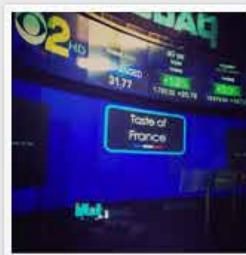


# WHAT WE DO

Havas PR (@havasprus) is the North American earned-media and buzz boutique of French holding company Havas, a top five global advertising and communications-services group.

Covering North America (NYC HQ and offices in Boston, Pittsburgh, LA and Austin, plus a stand-alone digital and social innovations hub in Providence, R.I.), we've grown rapidly in the last two years and become one of the most-awarded PR agencies of our size. (Some of the best recently: *PR News* has named us three years in a row to its three-year-old CSR A-List. *Bulldog Reporter* named us Global Network of the Year 2013—and gave us a bronze for our skill with managing multinational accounts. And we landed at No. 17 on the *New York Observer's* Power 50 List.)

Always on and ready for action, our team embraces and advances an always-changing social universe to produce creative new thinking and strategies that deliver epic results for clients (and for Havas PR) around the planet.



## Major Milestones

One key agency strategy: searching out and winning new opportunities that keep building our expertise and practices. Here are just a few examples:

- Most recently, our longtime work with Sears, Kmart and other retail accounts transitioned us easily to win JCPenney's Hispanic marketing business, which in turn is leading us to more business with that retailer and became one key leg of our new Hispanic practice, Havas Conexiones.
- Penn-Wharton Public Policy Initiative and Lehigh's Baker Institute for Entrepreneurship gave us a good degree in education, and we've since added Penn Foster, *The Economist*-Lumina Foundation Challenge and more.
- Colliers International launched us into the real estate market. We've added Highlander Group as a client and are in the process of further deepening our real estate portfolio.
- We took our award-winning work with Sears' veteran-focused initiatives, the Bob Woodruff Foundation and Massachusetts General Hospital's Home Base Program and developed a Wounded Warriors platform. Our agency extends that expertise with wounded vets to other clients' programs, including Arise Virtual Solutions, led by a former serviceman.
- Individual successes also build on top of others. Take our award-winning results for The French Will Never Forget's Paris events on the 10th anniversary of 9/11 (231 million media impressions in three days, making Paris the second-most-covered city on that day after New York), which led to incredible outcomes for the Taste of France 2013 (211 million impressions for one event plus 100,000 guests, up from 5,000 the previous year, which we did not work on). It continues to lead to more work for TFWNF and other clients in the related areas of events, media relations, global projects, pro bono campaigns and food. (In the latter category, recent clients include Au Bon Pain, B&G, Cabot Creamery Cooperative, Carvel and the Nugget Spot; our big Pernod Ricard ODDKA and Wyborowa vodka wins made us drinks to go along with it all.)
- By delivering—you guessed it—award-winning results for Wyclef Jean's bid for president of Haiti (10.8 billion media impressions in six weeks) and Campaign Money Watch's TheyWinULose (233 million impressions in two weeks, plus 1.05 million unique visitors to the campaign's site and 11.9 million Twitter impressions), we proved our public affairs chops. Growth from there includes a major win of the United Nations Foundation climate business, which was a global assignment from the get-go and led to our work on the smash success launch of #GivingTuesday.
- We're also in the business of business, with our Pittsburgh office serving as our B2B hub—to mega-award-winning success. For decades, that office has immersed itself in the world of R&D, manufacturing, business, influential partnerships, distribution channels, sales forces and a vast range of industry media. Plus, in 2011, the office spearheaded a winning bid to host One Young World, a global youth leadership summit (founded by two Havas executives) where an A-List of world leaders and youth gather. We handled all media relations in Pittsburgh and have helped every other year in various global ports.

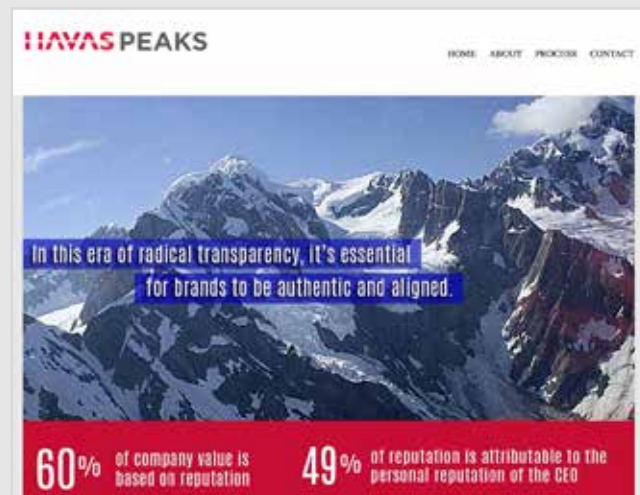






### Notable Initiatives and Strategies

- **Buzz Group.** In 2011, we created this umbrella division in response to growing client interest in big, splashy “wows” from small budgets in quick time frames using traditional and social media to create momentum. Because of its huge, quick success, we started a Health Buzz Group later that year to do the same in our health and wellness practice.
  - **Center for Account Management Excellence.** CentEx, started in 2010, is a five-pronged program that continually improves account and client management through training, tools and knowledge management.
  - **Newsengine.** Begun in 2009, Newsengine (and Social Newsengine) is our dedicated approach to media relations using all channels of communication. Why? We know that media—traditional and social—is still at the heart of PR.
  - **The Red Thread.** Our unique storytelling tool lets us thread the essence of a Creative Business Idea (Havas’ term for a transformational innovation) through a narrative told across multiple channels. We developed it in 2012 and rolled it out to the Havas PR Global Collective a few months later.
  - **The Sisterhood.** The findings of a groundbreaking study we published in 2010 helped us start this agency within an agency focused on teen girls and their lives as consumers and communicators (much more than “OMG :)”). We relaunched the award-winning (are you tired of that term yet? We’d be lying if we said we were ...) initiative in 2014.
  - **TrendsU.** Through our award-winning four-module e-learning program, we trained 700 Havas staffers worldwide in 2013 to *be* the news and craft it by observing the impact of trends in the media and among brands and consumer demographics.
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- **#trophychest:** For our agency’s pro bono work helping a family whose daughter was killed in the Newtown, Conn., shootings, we were honored to receive these recognitions:
- Gold, Best Cause/Advocacy Campaign (*Bulldog Reporter* CSR, 2014)
  - Gold, Best Crisis Communications (*Bulldog Reporter* Media Relations, 2014)
  - Best Crisis Management (Bees, 2013)
  - Silver, Best Crisis Response (*Bulldog Reporter* Digital/Social PR, 2013)
  - Honorable Mention, Crisis Management (*PR News* Digital PR, 2013)
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## Agency Businesses and Practices

- **Havas Conexiones.** We started this Hispanic agency within an agency in 2014 so that we could help form lasting, authentic connections between brands and the Hispanic community.
  - **Havas Peaks.** Our C-suite branding practice, begun in 2012, helps top executives develop a Personal Branding Idea (aka a personal and corporate brand that's compelling, transparent, true and consistent with company values) and brand platform.
  - **Havas Worldwide Climate Practice.** The Havas PR Global Collective launched this practice in 2014 off our award-winning strategy for the United Nations Foundation's climate change initiative, plus our global expertise on the issue.
  - **SocialProvidence.** Started in 2013, SocialProvidence is an award-winning social media marketing consultancy run by millennial entrepreneurs who give clients new analytical approaches, tools and techniques—and results.
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- **#trophychest:** At the inaugural *PRWeek Global awards in 2014*, Havas PR won:
- Non-Profit Campaign of the Year, United Nations Foundation/92Y #GivingTuesday
  - Global Professional of the Year—Agency, Marian Salzman
  - Finalist, Global Citizenship, the Havas PR Global Collective
  - Finalist, Issues and Crisis Campaign of the Year, United Nations Foundation climate consortium



### Havas PR Around the Globe

Our international connections don't stop with our French bosses. We are a leading agency in the Havas PR Global Collective (we like to say we're "networked," not "a network," symbolizing our communal, supportive state of mind and way of working). Globally, our three dozen agencies are best in class from France (ranked No. 1) to Australia (most awarded in not only Australia-New Zealand but all across Asia). But our greatest asset? Local excellence that blossoms globally, together.

In most markets, we are ranked among the top five agencies in size and/or creativity—but probably both. Although each agency office in each market has a unique mix of products and services, we're all connected to one another through a mindset, a way of working, a strategic toolbox and a commitment to greatness, focused on stewarding the brands and issues in our care to fantastic results. And at the same time, we strongly believe in "Local is the new global." Our hyperlocal approach starts with a commitment to local PR managers, guiding agencies to ensure hands-on, always-on counsel.

Ranked the ninth-largest PR group in the world, we have about 1,200 employees, plus affiliates anywhere clients want them. Our CEO, who also serves as the chair of the Havas PR Global Collective, is *PRWeek's* Global PR Person of the Year—the world's top honor for a communications professional.



## WHERE WE EXCEL



We call ours a multipractice approach. We put an integrated marketing and corporate communications filter over everything we do, all with an eye on the future. How can we help our clients be best positioned to be the news in the changing landscape? How can they own tomorrow today?

Forget for a moment what we say about ourselves; here's what our clients call Havas PR's multipractice, multitasking, multicultural mind-set: a learning culture staffed by very smart folks. They say—bluntly—that it's the best thing to ever happen to them. Why?

- We are always on. 24/7. Our creativity flows uninterrupted in any time zone.
- We are obsessed with brainfood—gluttonous in our quest for knowledge, sharing the smartest bits and bytes, and making our workspaces learning buffets.
- We gather the agency's best brains and skills, regardless of title, for every client. And we tap external resources and our global Havas colleagues as needed.

What follows is a brief look at our core practices, which often end up overlapping. We thread cause through everything we do, for instance, make social media a component in all our client work, and address crisis issues whenever and wherever they arise.

► **#trophychest: Bronze, PR Innovation of the Year, SocialProvidence** (*Bulldog Reporter Media Relations*, 2014)

► **#trophychest: Gold, Best Mid-Size Agency for Corporate Reputation and Good Works, Over \$10 Million to \$20 Million** (*Bulldog Reporter CSR*, 2014)



### Cause and CSR

Our belief: Brands can make all the difference when it comes to changing the world. CSR is the new currency all brands should be trading in, and it's reshaping the way we do business now and next. We assess the causes that will click with our clients' values—and that support their business goals—and partner them up. We consider cause (and its next iteration, conscientious consumerism) an abiding principle.

Cause is so vital to us, in fact, that we developed an initiative we call the Baker's Dozen: For every \$12 million in revenue, we donate about \$1 million worth of time, so we're doing good and being profitable all at once. And we've found ourselves happier and better rounded for it.



### Consumer

Our philosophy: future momentum. We increase exposure by reaching consumers in all walks of life and constantly seeking out new and unconventional opportunities. Social momentum is the new currency, which we use in powerful and unexpected ways.



### Corporate and B2B

Our mission: to build, sustain, defend and advertise companies' corporate assets to internal and external audiences. Our experts understand that the most successful corporate brands don't distinguish themselves with processes; they distinguish themselves with behaviors and cultures.



### Crisis Management

We know that communicating effectively during difficult times is crucial. In a crisis' early stages, we conduct a comprehensive analysis and monitor it digitally in real time. It's also imperative to have a plan in place, which we help companies develop ahead of time.



### Health and Wellness

Our network of 60 health- and wellness-focused agencies has digital at the core. We know it's the future of healthcare, too, so we go beyond traditional channels to reach patients, caregivers

and professionals for our clients' strategic communications programs.



### Millennial

We like the radical new thinking of digital-native millennials and have built a practice around it. Our experience with launching initiatives centered on young people (including One Young World and The Sisterhood) gives us great insight into how they work and communicate. We used that expertise to launch SocialProvidence, our social media marketing consultancy, and boldly put two 23-year-old Venture for America (VFA) fellows in charge. They are only a pair out of many young people whose POV, creativity and digital know-how we rely on 24/7. For incremental fees, we can put our millennial team on the task of creating new messages and new messaging styles that are by, for and about the industry aimed directly at the 4A's future leaders.



### Social Media

We recognize the ways the conversation has evolved and the rapid changes occurring in the social media landscape; our shorthand for our agency name (@havasprus) says it all. We provide a customized solution for each challenge—winning many awards for our work—to engage a brand's constituents.



## HOW WE WORK



The way we tackle a job is wherever, whenever and whatever it takes to exceed client expectations.

### **An Eye on the Future and Newscrafting**

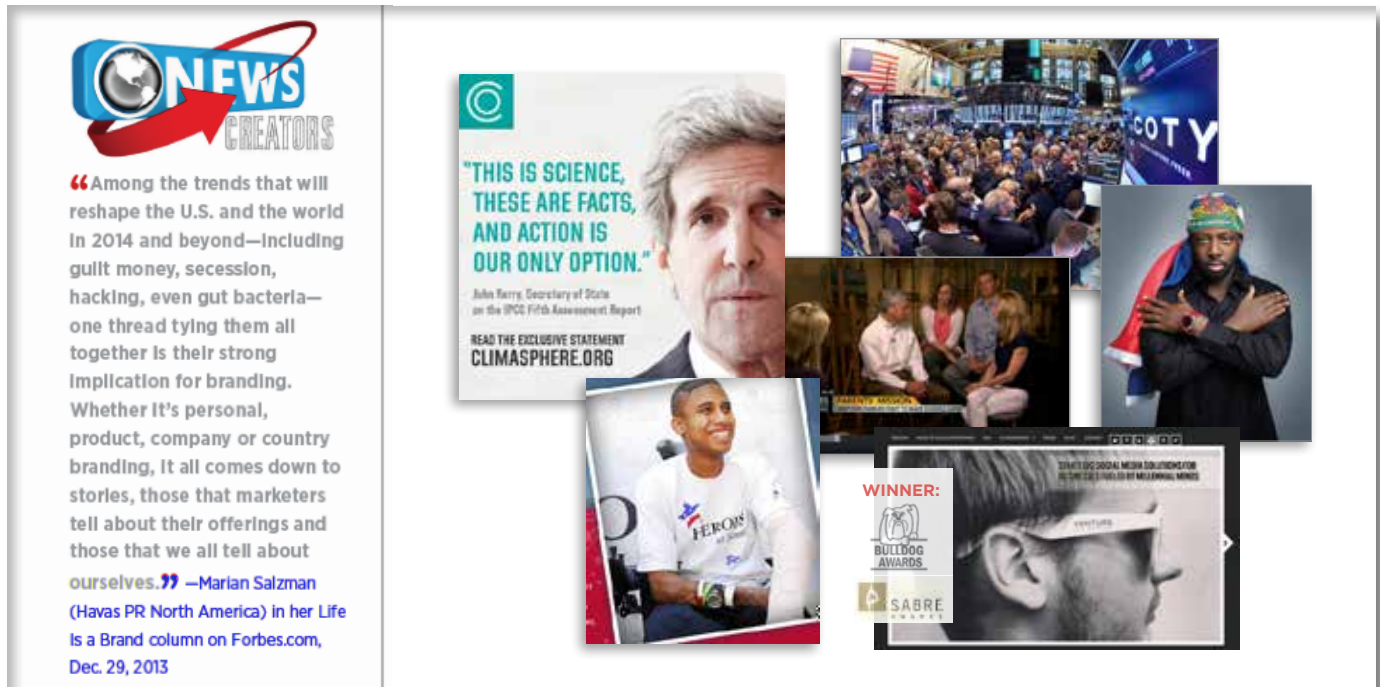
What sets us apart is a relentless pursuit of insight-based creative ideas that generate meaningful dialogue and fuel behavior change. We pride ourselves on diving deep to understand the key issues that motivate our clients' stakeholders and bring about real change.

Havas PR writes the book on a client's future. For clients both new and existing, we don't wait for the next headline—we newscraft it to make the future ours today. We've revamped our toolbox to reflect the 365/24/7 news cycle we live in, the sophisticated and empowered consumers who drive our clients' businesses, and the blurring lines between categories. Through the power of storytelling, Havas PR weaves a global narrative that drives behavior change and puts our clients at the center of cultural storms.

For example, we wrote about Co being the sound of 2013 and how that trend would be expressed through collaboration and other co- words. Our global collective was quite trendy as we rode this wave, opening ourselves up to new partnerships and affiliations globally, regionally and locally. A partnership in







the U.S. with Venture for America resulted in the birth of SocialProvidence, our startup based in a spiritual home for entrepreneurship on the East Coast.

Continuing the collaboration, SocialProvidence was assigned social monitoring by #GivingTuesday, the 92nd Street Y/United Nations Foundation global day of microphilanthropy. Our Collective has cooperated with the United Nations Foundation not only as global AOR to raise visibility around the science of climate change but also as a lead partner in the agency consortium that promotes #GivingTuesday. We nominated the group's Aaron Sherinian, who was a finalist for *PRWeek's* PR Professional of the Year 2014. The foundation, in turn, participated in One Young World and is truly part of the Havas family. These are all examples of how we live our co-: We become commingled, conjoined and cooperative to the max.

### Collaboration at the Core

We join forces with corporations and consumer brands, stakeholders and customers, plus affiliated agencies, third-party organizations, key opinion leaders and the news media (i.e., the best and most appropriate entities for each particular client, task or goal).

For integrated multimedia campaigns, we believe it is important for PR to have a seat at the decision-making table. As trendscouts, crisis managers and strategic counselors, we have an ear to the ground for what's influencing consumers and are always reviewing how media affects what a client's audience perceives and how it receives key messaging. Therefore, we see PR as an important spoke in the brand and marketing wheel—one that we at Havas PR are well versed in executing with our partners.



For the 4A's, we will work with your team to schedule weekly status calls with key internal and external stakeholders. From a PR perspective, regular check-ins also allow us to continually receive updates on all marketing activities that can be woven into ongoing media relations efforts for the brand.

### The Red Thread

Our unique storytelling tool allows us to thread the essence of our clients' brand narratives through a story that is told across multiple channels. The story we choose for a client (whether a business or an individual) is threaded through all our work for them, creating consistency, color and a distinctive, memorable impression.

First we spell out what success means for our audiences and for the client. We determine the behaviors we want to change. Then we start from the heart, focusing on the people who will hear the story and understanding the hidden truths that move them. We decipher the culture of the category and unearth what the client can say that's different, true and emotionally compelling.

Through this framework, Havas PR connects with clients, influencers and consumers, and ensures that we live our credo: *Be the news.*

“Those who tell the stories rule the world.”  
—Hopi Indian proverb



## WHO'S ON THE TEAM



Our first question with every new client assignment: Who will be the best team for this brief? We mobilize multiple practice areas and handpick experts from around the agency—coordinating seamlessly with partners and global affiliates—to make sure every campaign reflects our rich, relevant experience and collaborative culture and, most important, works at full power to meet the client's needs. Senior counselors shape plans that will reach key stakeholders and ensure top results.

Here is the core team we're mobilizing for the 4A's:



**Marian Salzman**  
CEO

Named one of the world's top five trendspotters, Marian is a member of *PR News'* PR People Hall of Fame and will be inducted into the Connecticut Women's Hall of Fame in October 2014 for her philanthropy and marketing innovations. She was one of Business Insider's 25 Most Powerful People in PR (No. 20) and named to *The Holmes Report's* inaugural In2 Innovator 25 list. Among Marian's most famous consumer campaigns are the launch of the metrosexual to create a marketplace for SAB Miller's Peroni, Pepsi's "It's Like This," and "It's America Online." Marian has executed thought leadership, reputation management and social media programs, including heading up the creation of Porter Novelli's pop-up agency Jack + Bill, which in one year won the top awards from *PRWeek*, SABRE and *Bulldog Reporter*.

A prolific writer, Marian is the author or co-author of 15 books, including *Buzz*, the first big business book on buzz marketing, and she currently blogs for the Huffington Post, Forbes.com and CNBC, plus various company blogs, among others. In 2012, she was one of the final judges to select candidates for Venture for America (VFA), a program for future entrepreneurs modeled after Teach for America. She serves on the boards of VFA and the Bob Woodruff Foundation, and she is an adviser to four startups in her passion for jobs creation. Marian graduated from Brown University with top honors.





### **Ravi Sunnak**

#### **Executive Vice President, Lead**

Ravi joined Havas PR in 2013 to head the agency's corporate and cause business. He specializes in providing senior-level strategic counsel and tactical implementation for the public and private sector and has advised CEOs of companies ranging from *Fortune* 500 multinationals to tech startups on profiling and positioning. Ravi has worked in a variety of sectors including financial services, leisure, retail and sustainability, and he was global lead for *The Economist* Intelligence Unit.

Ravi also has a wealth of experience in government, having worked with organizations such as the U.K.'s Foreign & Commonwealth Office, Think London, the State of Qatar, Chengdu municipal government and the government of Mauritius. Before joining @havasprus, he set up Grayling's new corporate communications practice in New York City after almost five years in its London office. Ravi graduated with a degree in law from University London College, London.



### **Karina Meckel**

#### **Senior Vice President, Strategy**

Karina, who was named to *PRWeek*'s prestigious "40 Under 40" list, enhances strategic processes agencywide. Her guidance has become essential for most of the agency's projects, from top-level initiatives to new-business pitches, across all sectors. She joined the company as a junior planner in 2004, then quickly rose to lead planner on the Nestlé Frozen Foods business and planner on the Charles Schwab business. Karina drove significant strategic change for Nestlé's Lean Cuisine in 2007 by moving it from a diet brand to a key player in the wellness space. This shift resulted in Lean Cuisine's reaching its goal: becoming a billion-dollar brand. She is a graduate of Brown University.



### **Kate Urbach**

#### **Senior Account Executive, Marketing**

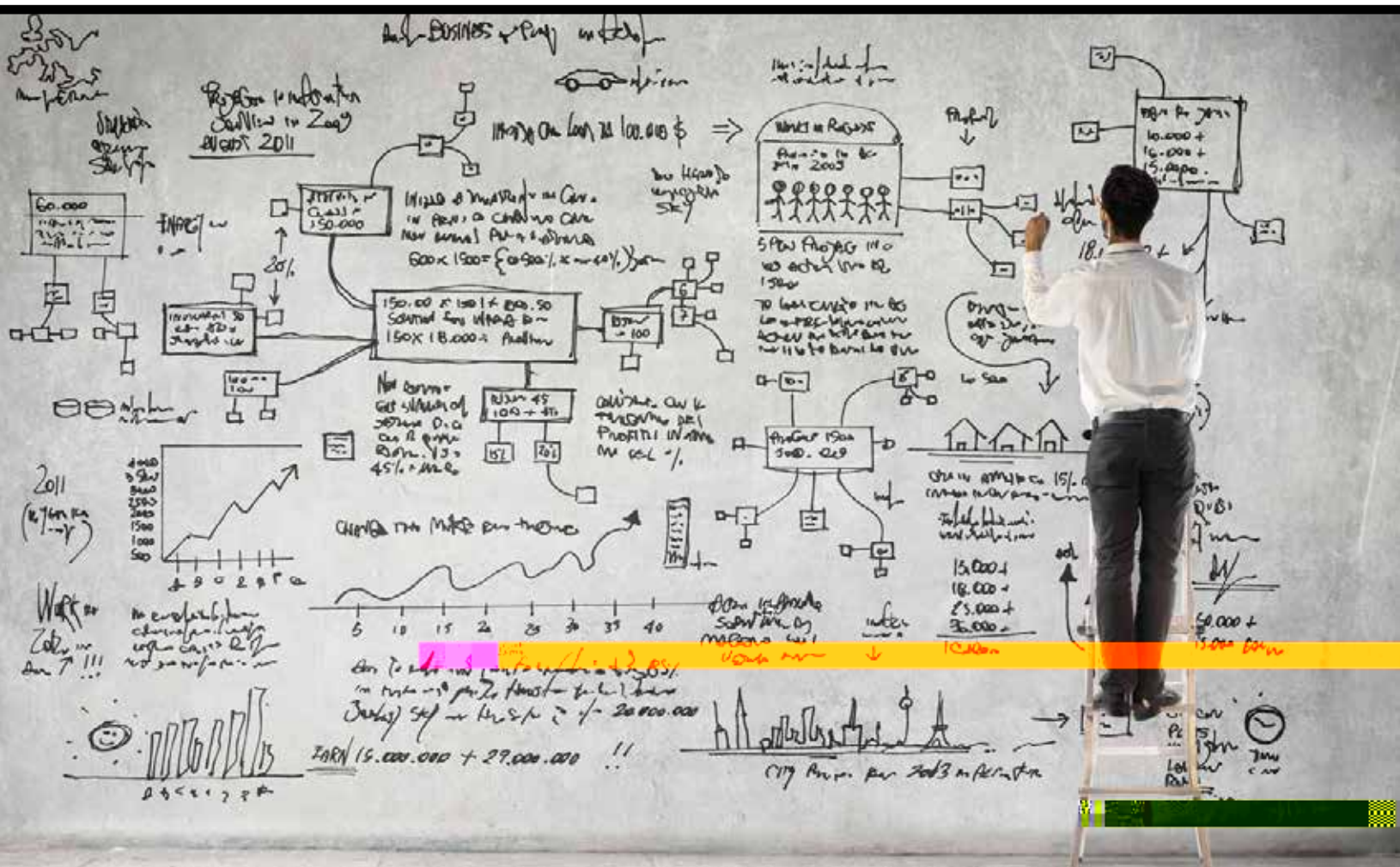
As the global coordinator, Kate acts as a liaison among Havas PR's 25 offices worldwide. She works closely with the Global Collective to ensure seamless communication. Additionally, she provides internal support for clients in both local and global markets. Kate has experience in developing press materials, planning events and managing projects. Her most recent was working with the Brazilian government to reach a global audience during the 2014 Cannes Lions International Festival of Creativity. Kate attended James Madison University, where she majored in communication studies with a concentration in organizational communication and minored in human resources development.

**Giuseppe Crosti****Community Manager**

Giuseppe is one of the founding members of Havas PR North America's social agency SocialProvidence. He first caught the startup bug at Wiredset, an Internet startup based in New York City, where he honed his sales and social analytics skills and glued his finger to the pulse of social media marketing. Giuseppe left his hometown of Milan, Italy, in 2009 to study biology and political science at Duke University. After graduating, he completed the competitive Venture for America fellowship program, which grooms top graduates for entrepreneurship. A culture-hungry globe-trotter, Giuseppe has traveled to four continents—Africa, Asia, Europe and North America—to explore new and different societies.

**Kevin Maloney****Senior Account Executive, Media**

Kevin is a media relations expert who regularly achieves high-profile coverage for his clients in print, online and broadcast across a broad range of sectors. He has worked with an array of corporate, education and government clients, including the governments of Singapore, Qatar and Scotland, helping to raise their profile within the United States, as well as *The Economist* Intelligence Unit and, currently, the Penn Wharton Public Policy Initiative, Colliers International and Coty Inc. Kevin has strong relationships with top international and U.S.-based media. He graduated from Fordham University with a Bachelor of Arts in political science.



# SITUATION ANALYSIS

To inform our strategy and tactics for the 4A's, we have conducted a media audit and situation analysis of the 4A's landscape. This analysis outlines the current state of the 4A's as portrayed by media and social media, as well as the key trends informing the wider advertising and marketing industry landscape.



## 4A'S MEDIA LANDSCAPE



The 4A's is a respected name in the advertising industry space, but based on our media analysis, the organization's coverage doesn't accurately reflect its position as a leader in the industry. In fact, our analysis showed that over the past year, the 4A's received limited national and industry media coverage, with the majority of coverage focusing on the 4A's Transformation conference. For 4A's President and CEO Nancy Hill, media coverage focused on the 4A's Transformation as well as commentary on industry moves.

Notably, the 4A's receives an annual boost of media coverage surrounding its Transformation conference, with coverage among key industry publications such as *Ad Age* and *Business Insider*. Speakers such as Yahoo!'s Marissa Mayer generated headline coverage of the event, with the 4A's receiving secondary mentions.

In terms of social media, the 4A's properties are largely self-promotional, with content focusing on upcoming events and conferences rather than providing insights, commentary and interaction on relevant industry shifts and news.

► **Havas PR:** Proud 4A's member, home agency of past chairs, and active in 4A's conferences and Advertising Week—plus, CEO Marian Salzman was an ADvisor at this year's ADvocates Resolve.

# STRATEGIC PLAN AND TACTICS

To increase visibility and raise the profile of the 4A's as a thought leader within the advertising and marketing community and with the next generation of industry professionals, Havas PR has built a strategic plan that will:

- Create opportunities for the 4A's and its leaders to be at the forefront of conversation surrounding the advertising and marketing industry
- Leverage executive leadership in a more proactive and coordinated fashion, securing ongoing opportunities in media and at industry events; promote the 4A's profile to raise its visibility
- Establish relationships with key influencers to become the go-to industry reference
- Establish connections with the millennial generation and expand the 4A's membership base to include that group



## HOW WE GET THERE

Havas PR recommends a multipronged approach to raise the visibility of the 4A's, including a number of tactics we will deploy to achieve our objectives:

- Executive profiling
- Thought leadership
- Millennial panel
- 4A's Transformation conference
- Newsengine media outreach

# EXECUTIVE PROFILING



In order to raise the profile of the 4A's, we will need to leverage Nancy Hill, positioning her as the voice of the 4A's and a thought leader with its target audiences. Nancy has the opportunity to use her experience as the face of the organization since 2008 and within the advertising industry to further the 4A's agenda.

In order to achieve this, our agency will use Havas Peaks, our first-of-its-kind multichannel executive-branding service. Through Havas Peaks, we will conduct an audit for Nancy, identifying her Personal Branding Idea (PBI). We will then take the narrative public and add a personal element. The Havas Peaks program will serve to raise Nancy's profile and help position her as the voice of the 4A's—a forward-thinking organization that's guiding an industry in an exciting transition—and as a leading authority within the industry.

Depending on Nancy's availability, we will also look to leverage additional members of the 4A's executive bench and board members for media and other opportunities that will aim to raise their profiles and establish them as thought leaders within their own areas of expertise.

## ► Campaign Collateral

As part of the PR program development, Havas PR recommends developing and using a suite of 4A's media materials. We will work with the association to create materials that will ensure concise, consistent messaging in media outreach and will guide communications to internal and external audiences (4A's members and potential members, the advertising industry, and the media/marketing/agency ecosystem). **Widespread adoption of the campaign collateral by 4A's members will ensure a single voice and unvaried messaging when speaking to all audiences.**

**Sample materials:** FAQ, key messages, executive bios, press releases, fact sheets



Activations include:

### ► Meet-the-Media Tour

In order to secure a regular cadence of favorable coverage with top-tier national and industry publications, it's necessary to first establish relationships with reporters who cover the space you wish to occupy. To establish these relationships between the 4A's and key media contacts, Havas PR will embark on a meet-the-media program to secure one-on-one briefings for Nancy with target national, business and advertising/media trade media. Each briefing will introduce her as the voice of the 4A's and position her as the go-to expert on the industry.

Havas PR will target media outlets that most resonate with the 4A's target audiences (members, potential members, the advertising industry at large) and coordinate in-person briefings in New York or by phone/Skype. Angles will include:

- The role of the 4A's in the digital age
- Authenticity in an overcrowded advertising landscape
- Technology and the future of advertising

Target media outlets and journalists for the meet-the-media tour include:

- *Adweek*: Tony Case, Executive Editor
- Bloomberg News: Edmund Lee, Reporter
- Digiday: Brian Morrissey, Editor in Chief
- MediaPost: Joe Mandese, Editor-in-Chief
- *The New York Times*: Stuart Elliott, Advertising Columnist
- *The Wall Street Journal*: Suzanne Vranica, Advertising and Marketing Reporter

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“From its New York headquarters, [Havas PR] partners with global brands, high-profile celebrities and cause organizations to develop publicity strategies that capture attention in traditional, digital and social media.”

—*Adweek*

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## Sample Nancy Hill Media Matrix

Publications	Pitch Angles	Sample Headlines
National and business outlets, targeting business, advertising and media reporters/editors: <i>Bloomberg Businessweek, Financial Times, Forbes, Fortune, The New York Times, Reuters, The Wall Street Journal</i>	Pitch profile pieces and stories about Nancy as she navigates the 4A's through the digital era  Also offer Nancy for comments/quotes in articles related to the 4A's areas of expertise	"Is Native Advertising Saving the Traditional Newspaper? A Conversation with 4A's CEO Nancy Hill"  "Can We Really Measure the Effectiveness of Banner Ads?"
Online business/news outlets: Businessweek.com, CNBC.com, Forbes.com CMO, the Huffington Post, NYTimes.com	Pen op-eds from Nancy that will highlight various topics, issues and key trends in the advertising/media industry	"Beyond Digital, the Next Frontier for Advertising"  "Here Are the 5 Most Powerful Ads of 2014—and Why"  "What's In Store for Native Advertising in 2015"
Industry trade publications: <i>Ad Age, Adweek, MediaPost, Mobile Marketer, PRWeek</i>	Pitch Nancy for CEO profiles to trade publications, touching on insights from the 4A's such as the white paper series  Also offer Nancy for comments/quotes in articles related to the 4A's areas of expertise	"5 Predictions for the Ad Industry in 2015: Q&A with 4A's CEO Nancy Hill"  "The Impact of Ad Fraud on the Online Ad Industry"
Business news networks: CNBC, CNN, Fox News, MSNBC	Arrange business TV interviews with Nancy on segments that call for top industry executives and CEOs to speak on the changing state of the advertising and media ecosystem	"A Sit-Down with the Ad Industry"  "Roundtable: The Future of Advertising: How Technology Has Changed the Way We Consume Brand Messaging"

### ► Op-ed Series

After the meet-the-media tour, Havas PR will raise Nancy's executive visibility through a series of bimonthly op-eds that will define her point of view on various topics, issues and key trends in the advertising/media industry. Depending on the topic, Havas PR will look to place the op-eds in national or business media outlets or leading industry publications. Each opinion piece will focus on topics that resonate with the 4A's target audiences and help position Nancy as a thought leader in the industry.

Havas PR will develop and secure placements in the run-up to the 4A's Transformation conference in March 2015. Potential topics and target media include:

- "Beyond Digital, the Next Frontier for Advertising" (CNBC.com)
- "Here Are the 5 Most Powerful Ads of 2014—and Why" (the Huffington Post)
- "What's In Store for Native Advertising in 2015" (Forbes.com CMO)

### ► Conferences and Speaking Events

Havas PR recommends that Nancy attend and speak at a select number of industry conferences each year to elevate the 4A's visibility as a thought leader in advertising and media. We will identify key industry events and work with the 4A's to coordinate Nancy's participation and role there.

- We will select conferences where Nancy can speak to target audiences including millennials, the media/advertising industry and the national/business community.
- We will also look to leverage media outlets attending each conference in order to arrange one-on-one briefings for Nancy.
- Target conferences and speaking events include:
  - Digiday Brand Summit (Dec. 7-9, 2014)
  - SXSW Interactive (March 13-17, 2015)
  - Internet Week New York (May 2015)
  - Cannes Lions International Festival of Creativity (June 21-27, 2015)

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► **#trophychest: Gold, Best Online Employee Communications, TrendsU** (*Bulldog Reporter Digital/Social PR, 2013*)

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► **#trophychest: Bronze, Global Agency of the Year, Multinational Practice** (*Bulldog Reporter Stars of PR, 2013*)

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► **#trophychest: Silver, Healthcare Agency of the Year** (*Bulldog Reporter Stars of PR, 2012*)

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# THOUGHT LEADERSHIP



To raise the thought leadership profile of the 4A's, we will develop and distribute quarterly white papers. These publications will build on the key industry trends identified by Havas PR (see appendix) for 4A's members and potential members and will provide an internally generated news hook to regularly leverage with media. In addition to these trends, Havas PR will work with the 4A's to identify upcoming insights/trends in real time to serve as the foundation for each white paper. These insights/trends will not only resonate within the industry but also appeal to a wider national and business audience.

- Sample white paper topics from key trends (see appendix):
  1. "Mind Mining in the Neuromarketing Age"
  2. "Strange Bedfellows: The Rise of Matchmaking in the Marketing Industry"
  3. "Brand Me: The Future of Personal Branding and Reputation Management"
  4. "Driving Native Ads: What's Fueling the Growth and How Brands Can Dial In"
  5. "Driving Authenticity in a Split-Screen World"

“Marian Salzman ... has since worked tirelessly to build a U.S. public relations operation commensurate with the firm's European corporate communications presence. Havas PR now punches well above its weight—testimony to the manner in which Salzman has been able to reinvigorate the firm.” (2013 *Holmes Report* “PR Agency Report Card,” in which Havas PR was given honorable mention for Midsize Agency of the Year)

- In order to promote the white papers, Havas PR will:
  - Work with the 4A's to develop a microsite to host the papers. The microsite will provide visitors with easily digestible bytes about the key points and will allow visitors to download copies.
  - Draft a press release highlighting the key findings of the report. We will distribute the release over PR Newswire and distribute to target industry, business and national media.
  - Develop a custom hashtag to promote the white paper across social media. Example hashtags include:
    - > #AdInsights
    - > #InsideAdvertising
  - Promote the white paper bytes across the 4A's social media channels.
  - Broker an exclusive on the findings with a key industry publication (*Ad Age*, *Adweek*, *MediaPost*).
  - After the exclusive, arrange a series of interviews/briefings on the paper for the 4A's spokespeople with target media. The goal of each interview/briefing will be to secure additional coverage of the white paper.
  
- As part of the quarterly release schedule, Havas PR recommends releasing one of the white papers at the 4A's conference in March 2015. In order to do that, Havas PR will work with the 4A's to:
  - Distribute a digital copy of the white paper to each conference attendee
  - Develop a panel at the conference dedicated to discussing the paper; the panel would include a 4A's spokesperson, an industry influencer and a media member
  - Record the panel and post it to the 4A's website and white paper microsite, and promote it over social media

*Note: Please also see the 4A's Transformation Event Day section for this activation.*

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► **#trophychest: Gold, Best Blog for an Agency/Consultancy** (*Bulldog Reporter* Digital/Social PR, 2012)

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► **#trophychest: Gold, Global Agency of the Year** (*Bulldog Reporter Stars of PR*, 2013)

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► **#trophychest: Gold, PR Blogger of the Year, Marian Salzman** (*Bulldog Reporter Stars of PR*, 2013)

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# MILLENNIAL OUTREACH



To raise the visibility and profile of the 4A's among the next generation of advertising and marketing industry leaders, Havas PR recommends the following activations to advance the careers of millennials working in advertising/media while raising awareness of the 4A's and its initiatives.

1.

**CAREER BLOG:** Havas PR will work with the 4A's to develop a career advice blog hosted on the 4A's website that will be authored by a series of notable guests from the advertising, marketing and media industry. We can initially draw from the 4A's Board of Directors for content, working with them to develop posts offering advice to further the careers of up-and-coming professionals in these industries, including tips for networking, job seeking and building up professional experience.

Sample guest contributors include:

- Susan Credle, Chief Creative Officer, Leo Burnett
- Lisa Donohue, Chief Executive Officer, Starcom USA
- Andrew Benett, Global Chief Executive Officer, Havas Worldwide

We will also amplify these blog posts through the 4A's Twitter and Facebook pages, offering key quotes from articles in posts using a unique hashtag. These

► **#trophychest:** Honorable Mention, Publications, "Millennials and Social Media" white paper (IPRA Golden World, 2011)

► **#trophychest:** The Power 50 List for Public Relations (*The New York Observer*, 2013)



posts will encourage interaction with millennial followers on the 4A's social media pages, asking them to offer their own career advice from internships, first jobs and other experiences throughout their careers.

After the blog has been established, we can work with the 4A's to identify up-and-coming millennials who can author "How I Did It" posts detailing how they came to their current position and giving advice for others who want to follow in their footsteps.




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“A lot of agencies talk about pro bono work, but [Havas PR] is truly generous of heart. They’ve done a great job with our annual event, Stand Up for Heroes New York, whose stars have included Bruce Springsteen. It’s great to see an agency with high ethics, morals and standards be so successful.” —Lee Woodruff, co-founder, Bob Woodruff Foundation

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“BLUFFANT, FORMIDABLE, EXTRAORDINAIRE.” —Jean-Pierre Heim, co-founder, The French Will Never Forget

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“Without your efforts, creativity and passion our event would not have been so successful and the message we worked so hard to deliver would not have been heard.” —Michelle Jean, (Donna Karan’s) Urban Zen Foundation

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**2. TWITTER Q&A:** Havas PR will follow up notable millennial career-advice blog posts with Twitter Q&A's throughout the year with the respective author of each post. Topics will be selected by the amount of comments received on the career blog and will focus on relevant career tips and advice for young professionals.

We will enlist those authors with an established Twitter presence and large following to host the Q&As as well as amplify them to a larger audience. To promote the Q&A's, Havas PR will work with the 4A's to develop messaging to go to the 4A's member community through newsletters, social media and the 4A's website.

Additionally, we will recap the Twitter Q&A's on the career blog, including screenshots of top questions and answers from the sessions. We will encourage readers to comment on the Q&A's and to suggest potential hosts for future Twitter Q&A's in order to increase engagement and create anticipation and buzz for these events.




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► **#trophychest: CSR A-List**  
(*PR News CSR*, 2014/2013/2012)

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► **#trophychest: Honorable Mention, Workplace Innovation, One Young World**  
(*PR News CSR*, 2011)

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► **#trophychest: PRWeek Power List, Marian Salzman**  
(2014)

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3.

### **VIRTUAL FORWARD-THINKERS CONFERENCE:** Havas

PR will work with the 4A's to establish the Forward-Thinkers Conference, a virtual conference targeted toward millennials who are actively pursuing progress in the advertising and media industry.

This conference will bring together the best and brightest young minds from around the world through discussion on the most pressing issues in these industries and how companies can work together to create solutions to challenges and make advancements.

With the 4A's hosting, we will gather millennials virtually for the inaugural Forward-Thinkers Conference. We will invite important movers and shakers such as Tumblr founder David Karp and renowned statistician Nate Silver to be keynote speakers, sharing their ideas and advice for advancing the advertising industry. While most of the conference speakers will be selected from the millennial generation, we will also invite headliners that that cohort admires. We will encourage attendees to engage with one another during the conference using #Forwardthinkers; this way, attendees can network virtually.

The Forward-Thinkers Conference will take place in January 2015, in advance of the Transformation conference. We can leverage content and conversations from Forward-Thinkers to generate new ideas for the Transformation conference, infusing it with the energy and ideas of the millennial generation. As a reward for participation and amplification, we will invite the most engaged Forward-Thinkers Conference attendees to attend the Transformation conference as well, encouraging them to tweet and share their conference experiences to their followers.

# 4A'S TRANSFORMATION CONFERENCE



With an annual suite of top-tier speakers, influencers and media in attendance, the 4A's Transformation conference is the perfect event to leverage in order to advance the agenda of the 4A's among its members, potential members and the advertising industry at large. Havas PR will undertake activations leading up to, during and after the March 2015 conference to further establish the 4A's as a modern industry thought leader.

To do so, we will use the following key touch points to initiate conversations with key media:

1.

## PRE-EVENT

In the lead-up to the Transformation conference, we will work with the 4A's to drive excitement and buzz about the conference agenda, topics and keynote speakers. To do so, we will employ:

- **Materials:** We will work with the 4A's to develop a press release and media materials that clearly convey the purpose and objective of the Transformation conference to media and key stakeholders. It will announce the full roster of speakers to the public and keep media informed of the entire conference agenda.

► **#trophychest:** Finalist, Silver, PR Agency Marketing, SocialProvidence (SABRE, 2014)

► **#trophychest:** Certificate of Excellence, Silver, Thought Leadership in PR, TrendsU (SABRE, 2013)

► **#trophychest:** Certificate of Excellence, Silver, PR Product of the Year, annual trends report (SABRE, 2012)



- **Exclusive interview:** Secure a preconference exclusive with a top-tier publication to preview the conference theme and speakers:
  - Approach one to three top-tier reporters such as Stuart Elliott from *The New York Times* and Suzanne Vranica from *The Wall Street Journal* with the offer of an exclusive, one-on-one interview with Nancy Hill and preview of the Transformation headline speakers
  - Tease the theme of the 2015 conference, offering Nancy's point of view on the topic and why it's relevant for the industry at large
- **Media invitations:** We will seed invitations to key national and trade industry reporters to attend the conference and follow up with them to confirm interest and attendance. We will leverage our contacts to ensure that these journalists are approached with content from the 4A's in the run-up to the conference, offering multiple touch points to keep them informed about the latest news.




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“Havas PR has an impeccable record of stepping up to the plate and getting the job done. We always value their roll-up-the-sleeves approach.” —Anne Marie Dougherty, executive director, Bob Woodruff Foundation

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“You swooped in at a time of need that we didn't know we had, and it truly helped us get through some of the most difficult days. It helped lift our burdens so much so that we could concentrate on our family and paying a proper tribute to Emilie.... Thank you again for all your support and love.” —Robbie Parker

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## 2.

### EVENT DAY

At the time of the event, we recommend the following activations to raise visibility of and engagement with the Transformation conference for both attendees and non-attendees:

- **Media one-on-ones:** We will schedule 4A's leaders and keynote speakers for one-on-one interviews with media attending the conference. Journalists will require access to a press room (to file their stories) and an interview room (for their interview subjects), so we recommend making key 4A's spokespeople and keynoters available throughout the event.
- **Hashtag:** We will work with the 4A's to develop a unique hashtag centered on the theme of the 4A's Transformation conference. This hashtag will be

displayed around the conference; event speakers, staffers and materials will encourage its use in order to spark additional conversation and networking opportunities among attendees. Non-attendees can also use the hashtag to stay in the loop on conference news and announcements.

- **White paper launch:** Havas PR will work with the 4A's to launch one of its white papers at the conference. As previously outlined, in order to promote the white paper at the conference, we will work with the 4A's to:
  - Distribute a digital copy of the white paper to each conference attendee
  - Develop a panel at the conference dedicated to discussing the paper; the panel would include a 4A's spokesperson, an industry influencer and a media member
  - Record the panel and post it to the 4A's website and white paper microsite, and promote it over social media

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► **#trophychest:** Bronze, Speech or Bylined Article, Marian Salzman (SABRE, 2011)

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► **#trophychest:** Certificate of Excellence, Bronze, Blog, Social Life and Social Media (SABRE, 2011)

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► **#trophychest:** Finalist, PR Innovation of the Year, The Sisterhood (PRWeek, 2011)

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3.

### POST-EVENT: GOOGLE+ HANGOUT

We will create a Google+ Hangout for the 4A's to amplify conference topics and secure post-event visibility and coverage. Nancy will moderate, joined by a panel of 4A's members and notable stakeholders. The event will also tap into the 4A's existing social media following and further leverage the conference hashtag, while also creating an opportunity to expand its audience. We would invite 4A's stakeholders, target media, members, potential members and conference speakers to participate.

- Content from the Hangout will be packaged and issued as a Transformation paper:
  - The top 10 takeaways will go out across Twitter for the following 10 weeks
  - A press release will detail key findings and offer interviews with participants
  - The paper will be e-mailed to those who registered



# NEWSENGINE MEDIA OUTREACH



Newsengine—the backbone of the 4A's PR program—forms a central bank of opportunities to ensure that we tell the 4A's story with top impact through print, broadcast and online channels. We'll generate themes and feed media with story-worthy news angles, items and news flashes to build ongoing buzz on multiple levels.

To do this, we will:

- Create a media outreach strategy including business and trade press in traditional and social media
- Identify and pitch national, regional and local broadcast and print reporters, websites and blogs
- Provide media relations support for key events throughout the year
- Develop a content calendar for Facebook, Twitter and Instagram; coordinate with the 4A's on posts and fan feedback
- Provide social media community support and management, including one Facebook post and two tweets per day
- Deliver ongoing social media measurement reports of Facebook and Twitter activities, providing bimonthly performance reports and optimization recommendations

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► **#trophychest:** **PR Professional of the Year, Marian Salzman** (*PRWeek*, 2011)

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► **#trophychest:** **"40 Under 40," Karina Meckel** (*PRWeek*, 2011)

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► **#trophychest:** **Honorable Mention, Intern of the Year, Kate Urbach** (*PR News PR People*, 2012)

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## Sample Newsengine Media Matrix

Pitch Angles	Sample Headlines	Media Targets
Leverage the news from 4A's events (e.g., 2015 Transformation conference)	<p>"Keynote Speakers for 2015 Transformation Conference Announced"</p> <p>"The Ad World Addresses Evolving at the Transformation Conference"</p>	<i>The New York Times, The Wall Street Journal, USA Today, Bloomberg, CNN, CNBC, Ad Age, Adweek, PRWeek, Mobile Marketer, MediaPost</i>
Inclusion in industry trend stories	<p>"With More Than 1B UVMs, YouTube Is Your New Ad Network"</p> <p>"Will 2015 Be the Year Brands Get On Board with Mobile Advertising?"</p> <p>"The Power of Mobile + Video + Social in Advertising"</p>	<i>The New York Times, The Wall Street Journal, USA Today, Forbes, Mobile Marketer, MediaPost, Digiday, Mashable, About.com, Adweek, Ad Age, Bloomberg, The Guardian, CNN, CNBC, MSNBC, Fox</i>
Leverage timely news hooks (e.g., Super Bowl, jobs in the ad world)	<p>"Super Bowl Ad Trends for 2015"</p> <p>"Experts Weigh In on Super Standouts of Super Bowl Ads"</p> <p>"Considering a Career in Advertising? What You Need to Know"</p>	<i>USA Today, The New York Times, International Business Times, Forbes, About.com, Ad Age, MediaPost, Adweek, the Huffington Post, Business Insider, The Guardian, Mashable</i>
Leverage advocacy and policy work by the 4A's	"Advertising Community Heads to D.C. Over Big Data and Privacy in the Wake of Growing Controversy Over Government Surveillance"	<i>The Washington Post, The New York Times, The Wall Street Journal, Politico, AP, Ad Age, Adweek, MediaPost, Forbes</i>

## THOUGHT STARTERS\*



### MAD MEN AND WOMEN GOOGLE+ HANGOUT

Havas PR will plan and hold quarterly Google+ Hangouts on the state of the industry, brands, creativity and the media marketplace. The topic/theme for each chat will be tailored to speak to a range of industry audiences, from millennials to established leaders. Havas PR will work with the 4A's to select a moderator for each Google+ Hangout from the 4A's leadership and/or 4A's members who are industry influencers. In addition to the moderator, there will be four to five participants in the live chat, including industry influencers, academics focused on media/advertising, a member of the media and a rising star (millennial) within the industry.

In the weeks leading up to the chat, we will promote the Google+ Hangout over social media using a custom hashtag (e.g., #AdChat). As part of that promotion, we will ask people to submit questions to the Google+ Hangout panel before and during the event using the hashtag. Havas PR will design a digital/email invitation for viewing the Google+ Hangout live, sent to 4A's contacts and pushed out to the media.

The Google+ Hangout will be streamed live over Google+, YouTube and the 4A's website. At the conclusion of each event, the panelists will answer select questions that have been submitted before and during the hangout via the hashtag. A video of the panel will be permanently posted to YouTube, leveraged for promotional purposes and circulated to press.

*\*We can price any of these ideas for the 4A's separately, outside the service fee; some can be moneymakers or self-liquidating.*





### 4A'S SUPER BOWL LEARN-IN

To coincide with the Super Bowl in Phoenix in February 2015, we propose holding a one-day 4A's Super Bowl Learn-In at Arizona State University's Walter Cronkite School of Journalism and Mass Communication. The learn-in will serve partly as a career day, introducing prospective students to the industry (creativity, digital advertising, etc.) through a series of "What's Next" presentations from the 4A's leadership and industry thought leaders. Havas PR and the 4A's will invite industry players, brand makers and students to attend. Our agency will work with the 4A's to secure an industry sponsor for the event.



### CAMP MAD AVE

Havas PR and the 4A's will co-create a two-week mini internship for the country's best and brightest high school students. Select students will be brought to New York City, where they will have the chance to work in a 4A's member agency to experience the inner workings of the industry. Our agency will work with the 4A's to secure a partner to sponsor the program. After the two weeks, we will collect feedback from each student on his or her experience and publish a series of "next-

► **#trophychest:** We even won the following awards while working as a subcontractor to Team Detroit for Ford Motor Co.'s Warriors in Pink breast cancer initiative:

- Gold, Best Campaign Supporting Health (*Bulldog Reporter* CSR, 2014)
- Gold, Best Use of Digital/Social for Cause/Advocacy/Corporate Social Responsibility (*Bulldog Reporter* Digital/Social PR, 2013)
- Bronze, Best Issue/Cause Advocacy Campaign (*Bulldog Reporter* Media Relations, 2013)
- Honorable Mention, Media Relations, Agency (IPRA Golden World, 2013)
- Honorable Mention, Media Relations (*PR News* CSR, 2014)
- Media Relations (*PR News* CSR, 2013)
- Video Initiative (*PR News* CSR, 2013)
- Cause Marketing/CSR (*PR News* Digital PR, 2013)
- Corporate Social Responsibility, Business (PRSA Big Apple, 2014)
- Corporate Social Responsibility (PRSA Big Apple, 2012)
- Certificate of Excellence, Gold, Cause-Related Marketing (SABRE, 2013)
- Certificate of Excellence, Gold, Marketing to Women (SABRE, 2012)
- Certificate of Excellence, Silver, Media Placement, Broadcast (SABRE, 2012)



generation insights” on the industry on behalf of the 4A’s. These insights will take the form of published one-on-one interviews with the students, a series of blog posts on the 4A’s website and insight bytes to be circulated over social media.



### “INDUSTRY IN 2025”/MEET THE CHAIR

Havas PR and the 4A’s will work in conjunction with an academic third party (e.g., NYU Steinhardt’s Department of Media, Culture and Communication) to develop and implement a survey to reveal predictions for the industry in 2025. Tapping into the academic party’s research and expertise, Havas PR and the 4A’s will craft the “Industry in 2025” survey questions, which will be distributed to 4A’s members, industry leaders, up-and-coming industry millennials and academics. The 4A’s and the academic partner will analyze survey responses. From the analysis, our agency, the 4A’s and the academic partner will develop the “Industry in 2025” report.

After the report’s release, Havas PR will leverage 4A’s Chair Bill Koenigsberg to present the report and survey findings. We would identify three to five markets that are projected for significant media market growth by 2025 where Bill would make presentations during the fall of 2015. In addition to presenting the report in those markets, Havas PR would work to secure a commencement speaking slot for Bill at a leading communications program and secure a slot for him to present/discuss the report at Cannes in 2015.



# MEASUREMENT



We are not afraid of measurement. We know it's an important part of the process. It will help you showcase the results you need and achieve your overall business objectives that sometimes go beyond PR. Here is how we will help you:

This might sound a bit jargony, but bear with us.... News momentum incorporates key performance indicators such as impressions, influencer reach and relevant messages about category and brand.

We monitor news in traditional and social forums constantly, in real time, and always know how we are doing and how our messages are resonating versus how the competition is being heard. That lets us tweak our verbiage and reach. We can see where we have strengths and weaknesses in crafting stories people want to share.

## Measuring Success

When evaluating a brand's news momentum status, we look at the beginning of the program for two main things:

### 1. The Category

- What are the key marketing drivers?

### 2. The Brand Versus the Competition

- Momentum drivers
- Strengths and weaknesses
- Opportunities

“[Havas PR's] outstanding work was a major factor in our 2011 program success, helping Ford Warriors in Pink increase apparel sales and donation back to the breast cancer cause. The team is enthusiastic, resourceful and proactive. Moreover, they are dedicated and passionate about the work and have been able to secure press coverage in prominent national and lifestyle pubs.” —Melissa Rush, JWT executive who oversees the Ford Warriors in Pink program at Team Detroit

## Quantifying Outcomes

Based on the evaluation results, working collaboratively with the 4A's, we will:

- Determine measurable objectives upon which to effectively measure results
- Identify key performance indicators (KPIs) on how programs will be evaluated—and successful

Initial measurement KPIs could include:

- Earned/total media impressions
- Percentage of key messages covered
- Number of media placements against goal
- Development of the editor relationships at target outlets
- Number of interviews secured
- Tone (positive, neutral, negative)
- Mentions

We will ensure that communications goals are aligned with larger leadership and organization objectives.

“[T]hey always come through with creative, innovative ideas on how to help us distinguish ourselves and our events in a busy marketplace. They not only are great listeners but are terrific at strategy.... We rely upon their expertise, and they have become an integral part of our extended Home Base team.”

—Tracy West, former director of signature programs, Red Sox Foundation and Massachusetts General Hospital Home Base Program

## KPIs

As part of our plan, we like to include guidelines about the type and amount of media you can expect.

- Four white papers
- Minimum of one to two media placements (broadcast, print or online) each month
- Daily social media postings





# BILLING POLICY & BUDGET ESTIMATE

HAVAS PR BILLING RATES	
Account Executive	\$125
Senior Account Executive	\$150
Senior Vice President	\$325
Executive Vice President	\$375
CEO	\$500

Monthly professional service fee = \$15,000 x 10 months (September 2014–June 2015) = \$150,000

## Our Third-Party Vendor/OOP Expense Policy

We obtain triple bids for all third-party expenses over \$10,000 to make sure we get the most value and pass on any savings to our clients; we have consolidated many of our overhead vendors (travel, research, press release distribution, media databases and monitoring services) and have a low-cost in-network production studio to further help contain costs. Out-of-pocket expenses included in the SOW will be billed at cost (i.e., we bill all at our cost and do not mark up out-of-pocket expenses).

## Administration/Client Service

- Facilitate regular calls with project agendas and action items
- Senior day-to-day contact and regular counsel
- Monthly scope and status report
- Monthly coverage tracker and measurement report, tailored to business goals

# TIMELINE

## September 2014

Develop campaign collateral: FAQ, key messages, fact sheet, executive bios, press releases

Conduct Havas Peaks interview with Nancy Hill

Initiate white paper research

Initiate speaking opportunity submissions

Initiate Newsengine

## November 2014

On the calendar: 2014 4A's Executive Leadership Program (Nov. 4-6)

On the calendar: 4A's CreateTech 2014 (Nov. 12-13)

First 4A's white paper launch

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

## January 2015

Virtual Forward-Thinkers Conference

Mad Men and Women Google+ Hangout (optional)

Second 4A's white paper launch

4A's Transformation exclusive media interview

4A's Transformation media invitations sent out

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

## October 2014

On the calendar: 4A's Strategy Festival 2014 (Oct. 5-7)

Nancy Hill op-ed development

Nancy Hill meet-the-media tour

Mad Men and Women Google+ Hangout (optional)

Initiate millennial career blog

Ongoing speaking opportunity submissions

Ongoing Newsengine

## December 2014

First Nancy Hill op-ed placement

4A's Transformation materials development

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

## February 2015

4A's Super Bowl Learn-In (optional)

Second Nancy Hill op-ed placement

4A's Transformation media invitation follow-up

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

**March 2015**

On the calendar: 4A's Transformation Conference (dates TBD)

4A's Transformation media one-on-ones

Third 4A's white paper launch at 4A's Transformation conference

Post-4A's Transformation Google+ Hangout

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

**May 2015**

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

"Industry in 2025" report (optional)

**April 2015**

On the calendar: 2015 4A's Executive Leadership Program (April 21-23)

Camp Mad Ave (optional)

Mad Men and Women Google+ Hangout (optional)

Third Nancy Hill op-ed placement

Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine

**June 2015**

Fourth Nancy Hill op-ed placement

Fourth 4A's white paper launch

Mad Men and Women Google+ Hangout (optional)

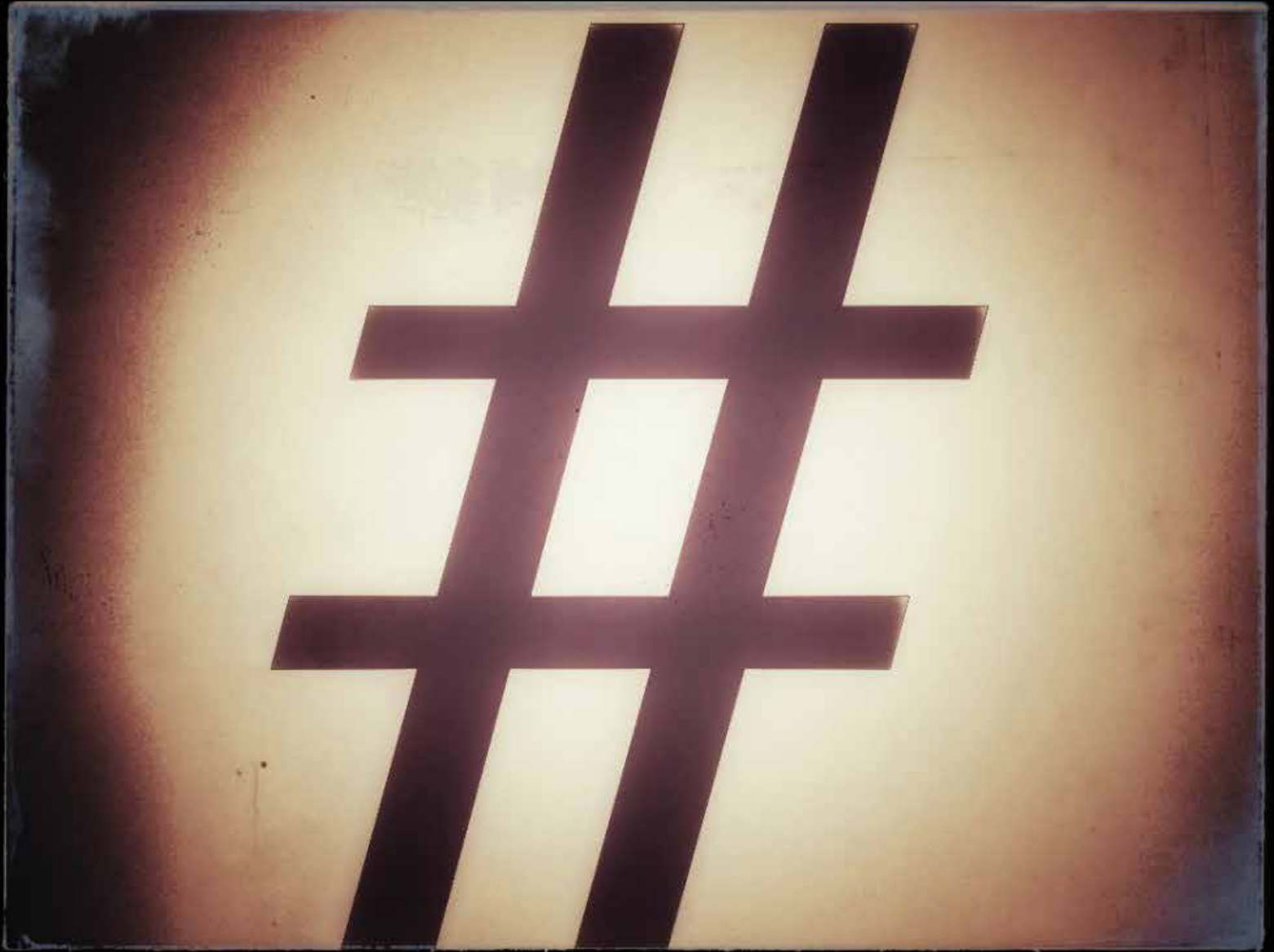
Ongoing millennial career blog posts

Host millennial Twitter Q&A

Ongoing speaking opportunity submissions

Ongoing Newsengine



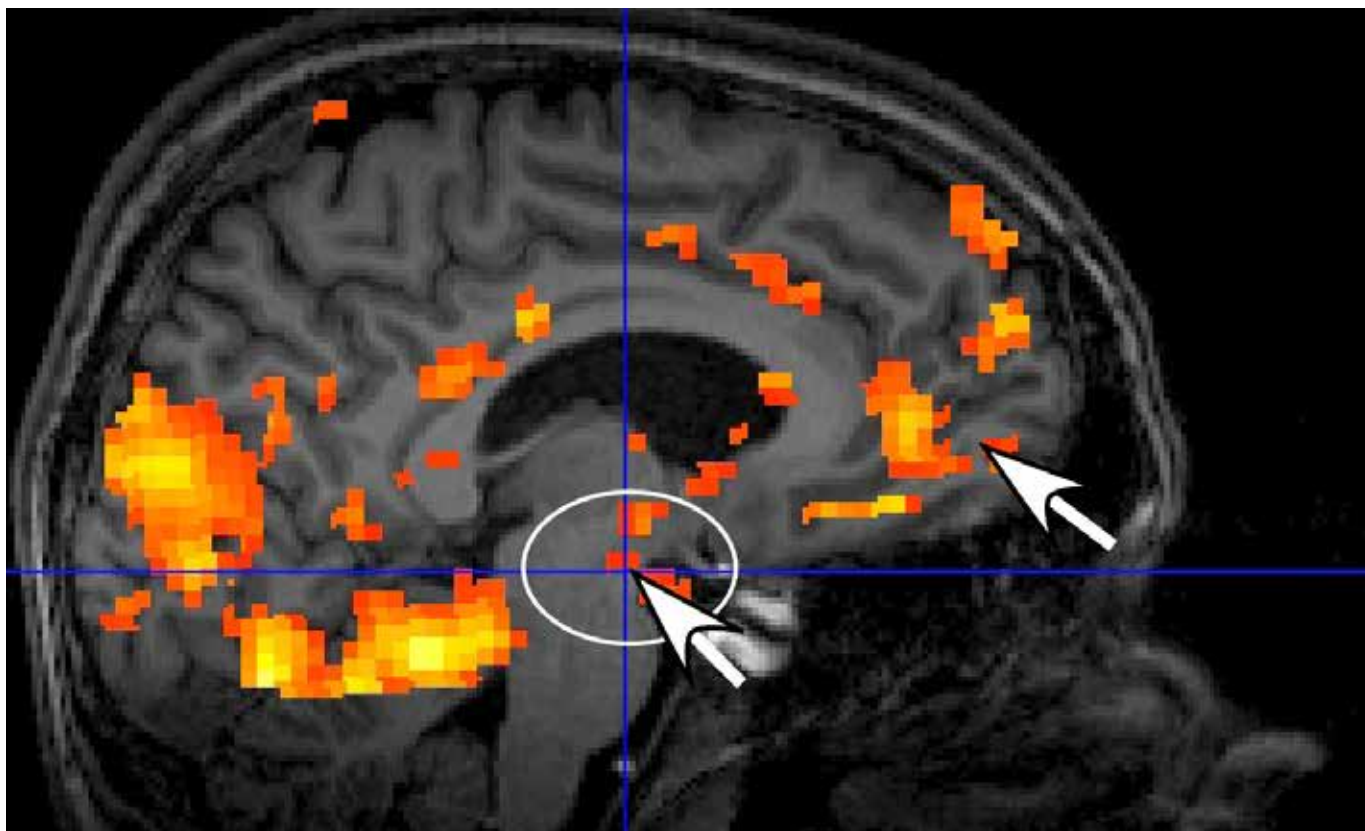


# KEY TRENDS IN ADVERTISING AND MARKETING

What follows is our reading and analysis of the key trends in the advertising and marketing industry and what each means for the 4A's.

## 1.

# MIND MINING: THE RISE OF NEUROMARKETING



In a measurement-driven world, where “big data” is at the tip of every manager’s tongue, it’s no wonder that neuromarketing is getting a lot of attention. An up-and-coming field of marketing research, neuromarketing uses sophisticated MRI technologies to measure the brain’s response to marketing stimuli, allowing scientists to see why we prefer some products over others by viewing how they affect our subconscious. Companies including A&E, CBS, Disney, Frito-Lay and Google have used neuromarketing to test consumer impressions, reports *The New York Times*, and Nielsen invested in one of the larger firms, adding credibility to the field.

Among neuromarketing firms’ measurements are the effectiveness of video and print advertising; product packaging; in-store marketing; and total product experience, including taste, touch and tone.

As the number of neuromarketing firms grows and the technology improves (and in some cases, becomes more affordable), the technique is getting the attention of companies and academics alike. Claudia Townsend, assistant professor of

marketing at the University of Miami, who has noticed the rise of these “mind mining” techniques, says, “The appeal is that you have actual, quantitative data rather than just qualitative feedback. Rather than asking people to give you an opinion and depending on them to report it, you’re actually measuring their brain’s nonconscious response, which should be a lot more accurate than what they can articulate. Neuromarketing appeals to companies because it can help cut through the clutter of traditional research methods like focus groups and surveys.”

An article in *Forbes* recounts a study in the music industry in which subjects listened to a song lying inside an fMRI (functional magnetic resonance imaging) machine used in neuromarketing scans. Activity within the subjects’ pleasure centers correlated with whether a song achieved eventual commercial success. The subjects’ verbally expressed responses to the song, however, had no correlation.

There are concerns, some of which Townsend shares, about how well neuromarketing is being used in the “practitioner realm,” where some firms might not have the technology or

expertise to back it up. Others have expressed worries about the technology's persuasive potential, especially as it gets more advanced. "If I persuaded you to choose Toothpaste A or Toothpaste B, you haven't really lost much, but if I persuaded you to choose President A or President B, the consequences could be much more profound," a scientist involved in one of the leading companies tells the *Times*.

**Going forward:** *As technology improves and businesses look for more sophisticated ways to measure their efforts, look for science to ever more closely align with marketing. Neuromarketing will continue to be on the rise, as will other techniques such as eye tracking, an older technique that Townsend notes has been upgraded to the point of being worth another look.*

## 2. MATCHMAKER, MATCHMAKER, MAKE ME A MATCH: NEW SERVICES ADD VALUE BY MAKING CONNECTIONS



The buzziest term in startups today is an age-old one: matchmaker. No, yentas haven't invaded Silicon Valley; nor is there a new crop of groundbreaking dating sites on the market. Rather, the trend is all about services that create value by making a direct connection between one group or individual and another.

Take Keaton Row, a virtual service that matches clients with experienced personal fashion stylists, who suggest items for them to purchase. Or Spinlister, the so-called Airbnb for Bikes, which pairs people who want to rent bikes with those who have them available in the area. There's MonkeyParking, a new mobile parking app that matches drivers leaving

a street parking space with those seeking an empty spot (and who don't mind ponying up \$10 or so to score one). And Giggem, which matches musicians to bands and other industry professionals.

In the world of marketing, companies like Buzzmarketing have long been hiring influencers to generate word-of-mouth for their brand clients—matching, say, a fraternity president with an energy drink company, which would compensate said frat bro for promoting and sampling the group among his friends.

Those services have evolved to social media matching. Now the fraternity president is chosen not for his access to the boys in his frat house, but for the quantity and quality of his Twitter followers. He receives payment for a sponsored tweet and Instagram post endorsing the product.

Or there's the blogger who gets matched with a clothing brand, which sends her clothes she can wear to a music festival or talent show. (There's usually payment involved, too.) The blogger will not only blog, tweet and Instagram her own images, but she is also likely to get photographed by street style bloggers as well.

We're willing to bet, for example, that it wasn't a pure coincidence that popular blogger Blair Eadie of personal fashion blog Atlantic-Pacific posted photos of herself in a Tory Burch outfit on the exact same day that she was featured on Tory Burch's own blog in a similar style. We're also willing bet there was an agency behind that match—one like Digital Brand Architects, which boasts "talent management" (matching social media stars to the companies who court them) under its services.

But services that make connections between brands and influencers aren't the only way in which matchmaking is touching the marketing space. Here's another layer to the matchmaking trend: A number of new companies are out to match brands looking for marketing services with experienced talent who can do the job.

Recently launched by a Harvard Business School graduate and former advertising professional, Prokanga connects high-caliber freelance professionals in six industries (architecture and design, consulting, finance, law, nonprofit and marketing) with companies on a project basis. Professionals can sign up through the site and companies can post projects there; Prokanga works to make the match. "The marketing vertical is our highest-volume area, as this is a field that every single business needs in some form," says Jamie Cheney, founder and CEO of Prokanga. "Startups need marketers to get the word out there, while existing businesses need to launch new products or manage their reputation and grow their brand. One of the most interesting trends around this space that we see is that many startups or small businesses will initially hire from Prokanga in an another vertical (law, accounting, etc.) and tell us that they don't need a marketer, as they 'can take care of the marketing on their own.' Those clients always seem to call back within a few months looking for a marketer. Marketing is soft skill that can be hard to sell up front but pays for itself quickly once a company has invested."

Similarly, AirPR, which launched late last year, offers a marketplace service to match pre-screened public relations and marketing talent with companies seeking these services. Co-founder and CEO Sharam Fouladgar-Mercer was inspired to launch the company (which TechCrunch called a "Match .com for PR") when he noticed that Silicon Valley startups had trouble finding good PR people because it wasn't where their own expertise and connections lay. Like Prokanga, AirPR is deeply involved in facilitating the process of matching clients and projects to talent.

**Going forward:** *From bikes and parking spaces to influencers and talent, matchmaking services will continue to emerge. Technology will enable these services and allow them to run seamlessly. But when it comes to the high-stakes, business-to-business connections—whether it's matching brands with influencers or companies to top talent—the human touch will remain essential and be part of the value added by these matchmaking firms. On a number of levels, the marketing industry will remain a hot spot for these services.*



## 3.

## ENOUGH ABOUT ME; LET'S TALK ABOUT *ME*: PERSONAL BRANDING SERVICES ON THE RISE



Remember when everyone was talking about online reputation management? As more and more of our lives are lived online, it has become desirable to not only manage the online history we've generated ourselves (a mug shot? a business deal gone wrong? embarrassing Facebook pics from that infamous college party?) but also, in some cases, to act in self-defense when others have set out to harm our reputations—an act that's remarkably easy to accomplish online. From high-profile CEOs to regular people seeking damage control, the process of controlling what others view about you in search results and social media has become paramount.

"Enter online reputation managers," writes *Forbes*. "Part PR gurus, part tech experts, they specialize in providing online makeovers—often by burying negative search results and promoting content that accentuates a client's desired image."

As recently as 2008, few people had heard of online reputation managers. But now, the industry is booming. NPR, Business Insider, *Forbes*, and others have written about it, with *Forbes* calling it a "\$5 billion industry, comprising hundreds of

companies devoted to monitoring, repairing, improving and policing the reputation of individuals and businesses online."

Yet all of a sudden, online reputation management seems in danger of commoditization. Not only are there so many companies offering these services that it's hard to differentiate one from another, but also, after a ruling by the Luxembourg-based European Union Court of Justice, Google recently launched an online form giving European users a chance to get personal information about themselves removed from search results. Should Google and other search engines begin to more readily allow individuals to easily manage their own search results, online reputation management services will lose value.

Further, the EU ruling aside, it seems that online reputation *management* just isn't enough anymore. For CEOs and others aspiring to top-dog status, the search is on for services that will not only *control* their online reputations but also shape and *promote* their online profiles. To meet that demand, a nascent new breed of personal brand consultants does

everything from managing SEO results for a client's name and drafting tweets and blog posts to producing YouTube videos and building LinkedIn profiles.

"CEOs realize the importance of branding and publicity more than ever," says Fouladgar-Mercer of AirPR, who says he gets several calls a week from C-level executives looking to hire personal brand consultants. "They all want to increase their personal brand because of the general realization that any increase benefits the value of the business in terms of revenue

and recruiting [and also benefits them as individuals]. With the focus on content, now is the ideal time for top execs to strengthen their personal brands in a subtle yet effective manner."

**Going forward:** *Look for the number of personal brand consultants to skyrocket as newcomers enter the market and PR agencies offer these services. Traditional online reputation management consultants will also evolve their businesses in the direction of personal branding, especially with their own industry at sudden risk of commoditization.*

# 4.

## UPPING THE ANTE ON NATIVE ADVERTISING SERVICES



Native is, without a doubt, the advertising method of the moment. Rather than display advertisements, which have the look and feel of stickers pressed annoyingly onto a Web page, native ads are said to invite deeper user engagement by taking on the look and feel of the content that surrounds them.

According to a forecast by BIA/Kelsey, "Social display ad revenues in the U.S. will grow from \$4.3 billion in 2013 to \$6.8 billion in 2017, a 12.6 percent compounded annual growth rate (CAGR). During the same period, U.S. native social advertising, spurred primarily by Facebook's Sponsored Stories and Twitter's Promoted Tweets, will more than double, from \$2.4 billion to nearly \$5 billion, a 20.3 percent CAGR."

For native advertising to be effective, it needs to be good. And as the industry grows exponentially, it will be increasingly challenging to find people and companies skilled in creating good native advertising content—yet it will become increasingly important to have good content in order to stand out in the crowded marketplace.

Joe McCambley, co-founder and creative director of digital developer and agency the Wonderfactory, predicted the following in *Adweek* in December: "Demand for native content will outstrip the supply of creative talent. As a result, most native experiences will be unremarkable. Consumers will begin the inevitable process of learning to avoid native content the same way they've learned to avoid banners, email ads, radio and TV ads, and direct mail. Some intrepid advertisers will spend the money necessary to attract the right talent and will create native experiences that are so entertaining, informative or educational that they rival the quality of the world's best journalism."

Couple scarcity of talent with the inherent problem of scaling native content—which has to be customized specifically to the site where it lives—and you have an even bigger challenge of identifying and fostering enough best content creators.

BuzzFeed, the purveyor of listicles and other shareable content, famously pioneered the concept of native advertising, with a commitment from the beginning to shun banner ads

and rely solely on advertisements that would mimic the rest of its content. While advertisers occasionally supply their own native content (typically created by agencies) to run on BuzzFeed's site, the company primarily relies on its in-house staff of 40 people to develop native ads for advertisers.

Vice, another admired digital publisher, also has in-house creation of native ad content as part of its central strategy. "You can either game the system or you can make good content," Vice's publisher, John Martin, told *Adweek*. "We prefer to make good content, and it'll scale itself."

But it isn't just digital publishers that are creating native content in-house. Traditional publishers like *The New York Times*, Hearst and Time Inc. are now developing native content in-house in partnership with advertisers.

So where does that leave the agencies? "They need to own or more tightly pair with media players," says Jon Steinberg, who recently exited as president of BuzzFeed. "Media agencies have already done this. Now creative and PR agencies need to do the same. As video becomes more important, the ball is up for grabs yet again between agencies, traditional media (TV) and digital media players."

**Going forward:** Look for agencies to seek to stay in the game by bolstering their services related to native advertising—from hiring top content creators and making formal alliances with (or acquiring) media companies, to offering complementary services like programmatic scaling. From a talent perspective, individuals with proven experience in creating quality native content and technologists with strategies for generating scale will be in high demand.

## 5. THE RISE OF SECOND-SCREEN MARKETING (AND A WORD OF CAUTION ABOUT AUTHENTICITY)



Marketers are planning their TV marketing with the second screen in mind. According to a recent Nielsen survey, almost half of smartphone owners (46 percent) and tablet owners (43 percent) said they use their devices as second screens while watching TV every day. While general web searching and browsing are still the most popular second-screen activities, it is becoming increasingly common to use second screens in ways that are directly related to the television program being viewed, from looking up information on a show or team to researching or purchasing a product that is being advertised.

For brands, a two-pronged approach to second-screen marketing has evolved. First, there is second-screen advertising, done in paid partnership with a TV network—either on an app developed by a network specifically for its show or using a third-party app like tvtag, which allows users to “check in” to shows and earn points, virtual stickers, and discounts or coupons from companies.

Second, there is real-time marketing by brands in conjunction with TV programming. Perhaps the best known of these is



Oreo's quick-response post on Facebook and Twitter ("You can still dunk in the dark") that went viral after the power failure at last year's Super Bowl. But there are countless other recent examples.

Clorox, for example, told *The New York Times* that it received a great response to a bold Twitter post it put up during the finale of "Breaking Bad," in which it riffs on a famous scene where the main character is seen wearing white briefs. Indeed, Clorox wasn't alone in jumping on the "Breaking Bad" bandwagon. And no wonder, reports the Huffington Post—it was a great way for companies to avoid paying up to \$400,000 for a 30-second spot during the show. But one wonders about fan backlash (usually delivered by social media itself) to clunky efforts by brands to exploit a favorite TV show. Perhaps the HuffPost headline says it all: "#BreakingBad Hijacked By Companies Desperately Trying to Be Cool."

Whether second-screen marketing is done through sponsored advertising or "unofficial" social media promotion in conjunction with a timely TV moment, the jury is still out as to the most effective strategies and appropriate

codes of conduct. "Brands are asking themselves, How do I make myself relevant to the first-screen content?" Joline McGoldrick, research director at Millward Brown Digital, told *The New York Times*. "This is completely nascent behavior, so brands are figuring out what is effective."

**Going forward:** *In the near term, expect brands to enthusiastically embrace second-screen advertising and promotion, showing a flexibility and willingness to experiment that is uncharacteristic for many of the larger brands. Agencies that can creatively and appropriately guide their clients toward this new frontier will be well positioned as second-screen marketing tactics become more streamlined.*

*Finally, a word of caution: Audiences, especially young audiences—a key group when it comes to the second screen—are wary of marketing efforts that feel exploitative. In a world where authenticity is paramount, brands should beware of the "hijacking" phenomenon, opting instead for true, transparent paid partnerships or genuine reactions to real-time events as opposed to penny-pinching efforts to mooch off the success of favorite TV shows.*







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