

# Introduction to **Havas**

**A. Our Mission/Strategy**

**B. How We Do It**

**C. The Results**

**A. Our Mission/Strategy**

**B. How We Do It**

**C. The Results**

A. Our Mission/Strategy

# Market Situation

The World As We Knew It  
Has Radically Changed

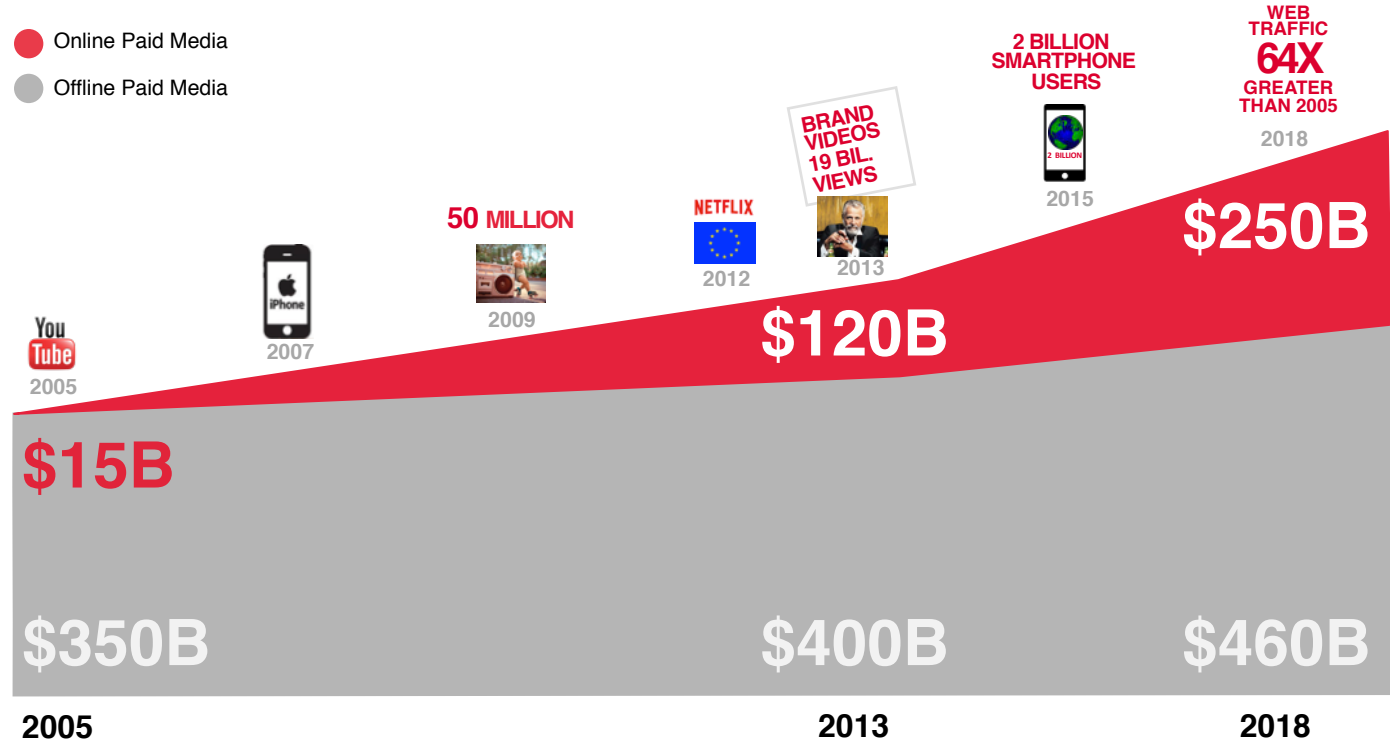
**“Uber, the world’s largest taxi company, owns no vehicles. Facebook, the world’s most popular media owner, creates no content. Alibaba, the most valuable retailer, has no inventory. And Airbnb, the world’s largest accommodation provider, owns no real estate. Something interesting is happening.”**

---

TOM GOODWIN,  
SVP of Strategy and Innovation at Havas Media, in a TechCrunch Essay

## From Digitally-enabled Marketing to a Connected World

- Online Paid Media
- Offline Paid Media



# 1

## Connected World

# 2

**Content is King  
but the User is  
the Emperor**

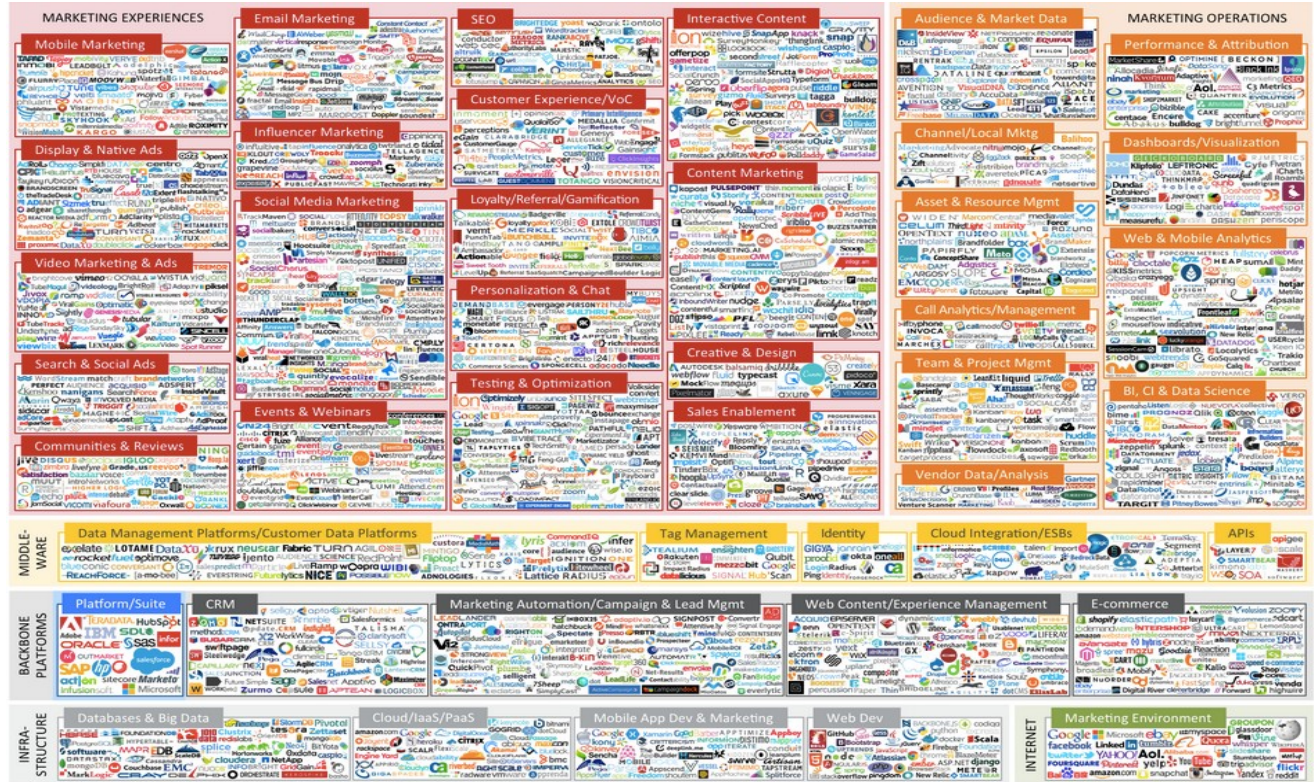
**“The customer is now at the heart of the boardroom. B2C and B2B are dead. Instead, the focus is now on human to human communication and crafting experiences will be the new competitive background for organizations in the coming years.”**

---

MATT CANDY,  
European Leader for Interactive Experience Practice, IBM



# The Continued Explosion of Marketing Technology



by Scott Brinker @chiefmartec <http://chiefmartec.com>

**In 2015/16, 67%\* of Marketers will be increasing their spending on marketing technology**

\*Gartner



## 4

On Demand  
Economy

“You can orchestrate the entire supply chain through your phone.”

MARC ANDREESSEN, in The New Yorker

The screenshot shows the homepage of The New Yorker magazine. At the top, there are navigation links for "Sign in", "Link your subscription", and "TNY Store". The main title "THE NEW YORKER" is prominently displayed. Below the title, there is a navigation menu with categories: NEWS, CULTURE, BOOKS & FICTION, SCIENCE & TECH, BUSINESS (highlighted), HUMOR, MAGAZINE, VIDEO, ARCHIVE, and SUBSCRIBE. A search icon is also present.

The featured article is titled "LETTER FROM CALIFORNIA | MAY 18, 2015 ISSUE" and "TOMORROW'S ADVANCE MAN" by Tad Friend. The sub-headline reads "Marc Andreessen's plan to win the future." Below the title, there are social media sharing options for Facebook, Twitter, Google+, and email. To the right of the article, there is a "TABLE OF CONTENTS" link with a small graphic.

The article text begins with a large letter 'O' and reads: "n a bright October morning, Suhail Doshi drove to Silicon Valley in his parents' Honda Civic, carrying a laptop with a twelve-slide presentation that was surely worth at least fifty million dollars. Doshi, the twenty-six-year-old C.E.O. of a data-analytics startup called Mixpanel, had come from San Francisco to Sand Hill Road in Menlo Park, where many of the world's most prestigious venture-capital firms cluster, to pitch Andreessen Horowitz, the road's newest and most".

Below the article text is a photograph of Marc Andreessen, a man with a beard and balding head, wearing a dark sweater over a collared shirt, with his hands clasped in front of him.

On the right side of the page, there is a "SIGN UP FOR OUR NEWSLETTER" section with an input field for "E-mail address" and a "SIGN UP" button. Below that is an advertisement for WTA (Women's Tennis Association) with the text: "IF YOU SEE SOMETHING, SAY SOMETHING. TELL A COP OR AN MTA EMPLOYEE OR CALL 1-888-NYC-SAFE".

A. Our Mission/Strategy

# Group Strategy

T  GETHER

**But what  
does Together  
mean?** 

**One Vision  
One Voice  
One P&L**

**To be the world's best  
company at creating  
meaningful connections  
between people and  
brands, using creativity,  
media, and innovation.**

**Anywhere**  
**You Need Us**

**16,000 People**  
**Over 100 Countries**

A. Our Mission/Strategy

# Havas Villages

**Havas**Village

**A Unified Agency  
Operating Model  
Gives **Havas** 100%  
Accountability  
To Our Clients And  
Their Brands**



HAVAS

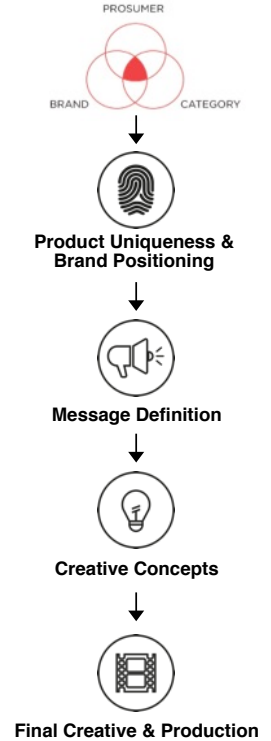
# HAVAS VILLAGE



dish®

We built a fully integrated Creative and Media team for DISH across multiple disciplines (brand, e-commerce, search, social, CRM, etc.) to ensure we are maximizing every touch point across the consumer decision journey.

**HAVAS**  
WORLDWIDE

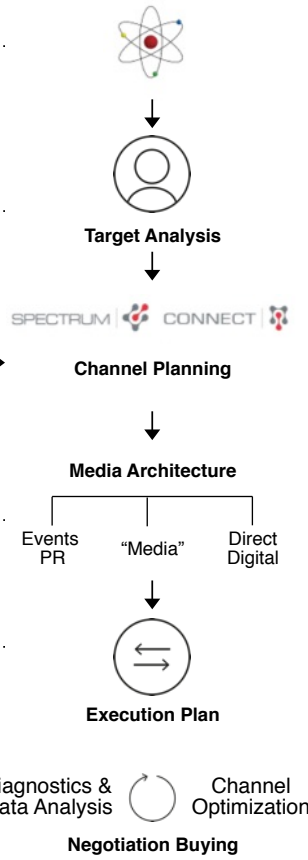


Message Analysis  Creative Optimization

**BRIEF**



**HAVAS**  
MEDIA



HAVAS

26

# Havas Villages

+...

Beijing  
Boston  
Budapest  
Buenos Aires  
Chicago  
Copenhagen  
Delhi  
Dubai  
Johannesburg  
Kuala Lumpur  
Madrid  
Melbourne  
Mexico City  
Milan  
New York  
Paris  
Prague  
San Francisco  
São Paulo  
Shanghai  
Singapore  
Sydney  
Taipei  
Tokyo  
Tunis  
Vienna

**To come in  
2015 / 2016:**

**Brussels  
Amsterdam  
Abuja  
Warsaw  
Barcelona  
Madrid**

**To come in  
2017:**

**London**



## Havas launches Helia network

By Staff, campaignlive.co.uk, Thursday, 29 January 2015 08:00AM    Be the first to comment

Global brand absorbs EHS and will house Havas Worldwide's data and digital skills.



### CAMPAIGN JOBS

**On-Air Creative / Creative Executive**  
Discovery Communications Very Competitive with excellent benefits, London (West), London (Greater)

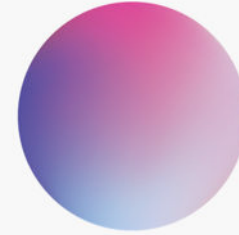
**Commercials Producer/Director**  
Searchlight Recruitment An attractive salary is available to the successful candidate. , London (Central), London (Greater)

**Senior Marketing Manager**  
Cutis Developments £50,000 - £60,000 per annum , Victoria, London (Greater)

**Media Planner/Buyer required to work on Fashion/Retail Brands**  
Ultimate Asset £24000 - £28000 per annum + great benefits package, London

**Project Manager**  
Aspire £25000 - £30000 per annum + benefits, City of London

[MORE JOBS](#)



HAVAS | helia.



# Mobile Alliance

**An end-to-end mobile  
consultancy and  
delivery business:  
Strategy, Creativity,  
Production, Media,  
Tech, CRM & Data**

**A. Our Mission/Strategy**

**B. How We Do It**

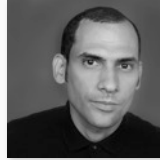
**C. The Results**



B. How We Do It

# Through Our People

# Continued Acquisition of World Class Talent



**MANUEL DILONE**

Director of Brand &  
Product Design,  
Havas WW NY

From: R/GA



**GRAMME DOUGLAS**

Chief Strategy Officer,  
Havas Media Group

From: Wieden+Kennedy



**SUNNY HERMANTO**

Business Development &  
Integration Director  
Havas WW SEA

From: Wunderman, AGENDA



**SOCORRO JAMILLO**

CEO,  
Havas WW Colombia

From: TBWA/Columbia



**DAMIEN MARCHI**

Global Head of Content,  
Havas Media Group

From:  
United Nations, Euronews



**TOVE OKUNNIWA**

CEO,  
Havas Sports &  
Entertainment UK

From: MEC Access, BBC Sport



**HELEN PAK**

President / CCO,  
Havas WW Toronto

From: Facebook



**RICH ROSENTHAL**

Head of Content,  
Havas WW NA

From: Time Warner  
Global Media Group



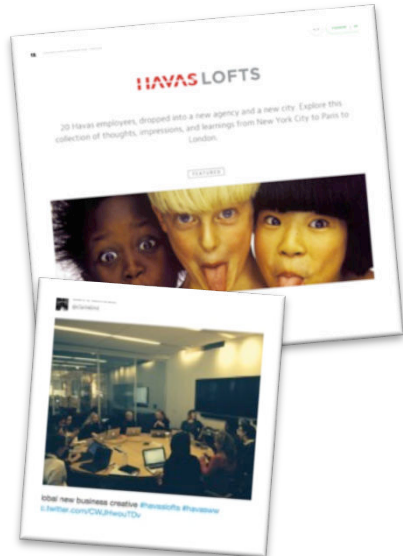
**NIRMALYA SEN**

CEO,  
Havas WW India

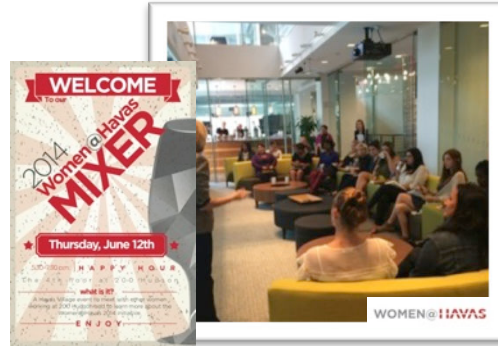
From: TBWA/India

# Continued Focus On Talent, Culture & Strong Management Teams

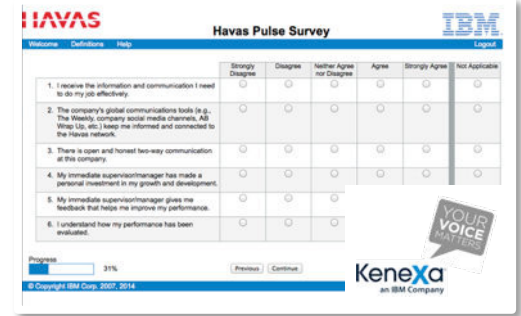
#1  
HAVAS LOFTS



#2  
WOMEN@HAVAS



#3  
KENEXA ENGAGEMENT SURVEY



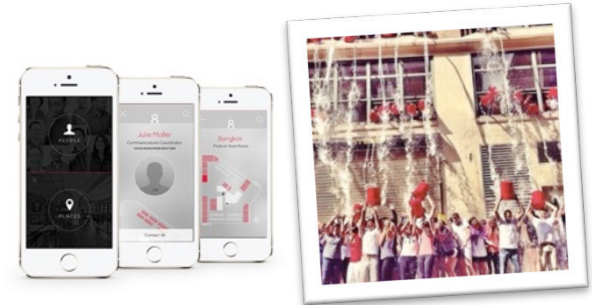
#4  
EMPLOYEE APPRAISAL



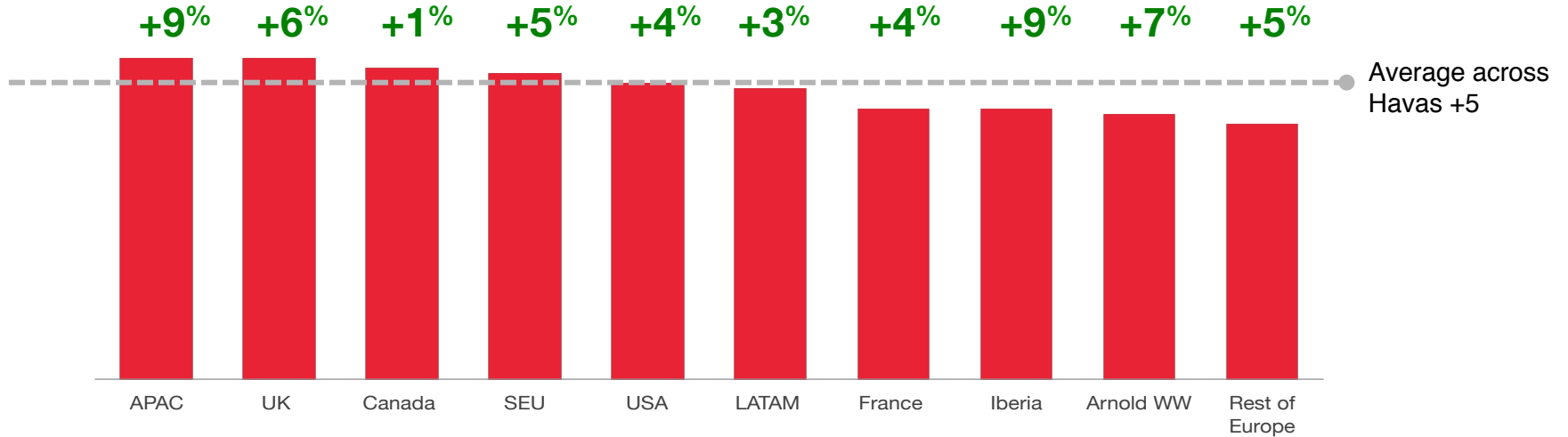
#5  
NEXT GEN



#6  
HAVAS VILLAGE TOOLKIT



# Deeper Engagement Levels Amongst Our Global Talent 2014: +5 YoY



B. How We Do It

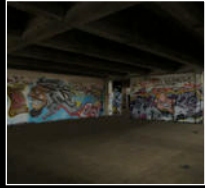
# Intersection of Creativity/ Technology/ Entertainment

# The Worlds of Marketing, Entertainment, Media and Technology Continue to Collide





**Johnnie Walker**  
"Tasting Table"



**BETC**  
"Graffiti General"



**Keurig**  
"Doorstep"



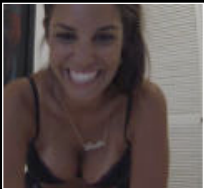
**Dos Equis**  
"Masquerade"



**Liberty Mutual**  
"Chicago Marathon"



**Primus**  
"The Clapping Glove"



**Durex**  
"Durexperiment"



**Save Our Sons & Duchenne Foundation**  
"The Most Powerful Arm"



**Strongbow**  
"StartCap"

helia.quickslvr



LAB

helia.

**Headway — Studio**

HAVAS

B. How We Do It

# Creativity





# Elevation of Creative Credentials

.... 2013 ....

**455**






Creative Awards



.... 2014 ....

**615**

Creative Awards

 x27 <b>Cannes Lions</b> including 1 Grand Prix & 1 Black Lion	 x19 <b>CLIO</b> including 3 Golds
 x15 <b>Cresta</b> including Network of the Year 2014	 x39 <b>Effies</b> including 11 Golds
 x2 <b>D&amp;AD</b> One Black & One Yellow	

## CREATIVE COUNCIL



**Christophe Coffre**

President & Creative Director,  
Havas WW Paris



**Christian de La Villehuchet**

CEO,  
Havas WW Europe



**Stéphane Xiberras**

President & CCO,  
BETC



**Tales Bahu**

ECD,  
Havas WW Brazil



**Mark Whelan**

Founder, Cake  
Global Creative Director,  
Havas WW



**Helen Pak**

President / CCO,  
Havas WW Toronto



**Jason Peterson**

President & CCO,  
Havas WW Chicago



**Felix Glauner**

CCO,  
Havas WW Germany



**CC Tang**

Co-Chairman & CCO,  
Havas WW North Asia



**Frank Bodin**

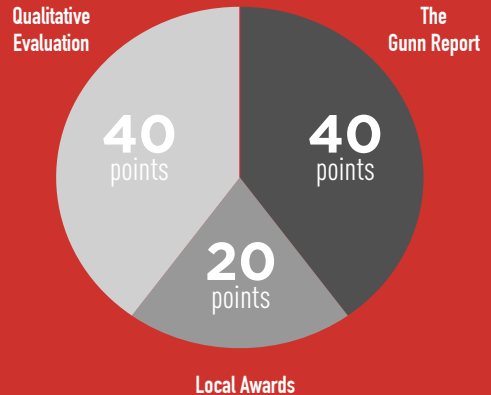
Chairman & CEO,  
Havas WW Zurich/Genève



**Kat Thomas**

ECD,  
One Green Bean

RECONFIGURATION  
of the  
**BONUS LIST**  
TO INCLUDE CREATIVE



+ Max = 100 points



# Havas Worldwide named “Network of the Year”

**“Havas Worldwide has once again displayed the high level of creative winning work that is flowing from within their network. For the fourth consecutive year, we are so very pleased to acknowledge their well deserved title as our 'Network of the Year'.”**

NANCY ROSS, President and Co-Founder, Cresta Awards

**CNN Money** **Havas Worldwide Named Network Of The Year At The 2014 Cresta Awards**  
October 22, 2014

## Global Network Takes Top Spot for Fourth Consecutive Year

Havas Worldwide is pleased to announce its recognition as the most awarded agency network at the 22nd annual Cresta International Advertising Awards. For the fourth consecutive year, Havas Worldwide secured Network of the Year honors.

As Network of the Year, Havas Worldwide scored the highest in a points-based tally of awards, with wins from ten different Havas agencies in Dusseldorf, Helsinki, Istanbul, Lisbon (Fuel), London (ais), New York, Paris (BETC & Havas), Sydney and Taiwan.

BETC Paris was one of only three agencies to score four or more awards, with two for TV/Cinema/Online Film, one for Craft and one for Integrated.

**cresta**  
international advertising awards

"Havas Worldwide has once again displayed the high level of creative winning work that is flowing from within their network. For the fourth consecutive year, we are so very pleased to acknowledge their well deserved title as our 'Network of the Year'," said Nancy Ross, President and Co-Founder, Cresta Awards.

B. How We Do It

# Media

# Marketing- Leading Media Tools



E-Auction Platform



Social Pure Player



Performance Pure Player



Geolocal Pure Player



Programmatic Pure Player



Data Capacity



Mobile Pure Player

## Affiperf

		Networks	DSPs	Independent trading desks	AFFIPERF
CREATIVE FORMATS	Retargeting	✓	✓	✓	✓
	Dynamic Creative Optimisation	✗	✓	?	✓
	Rich Media and High Impact Formats	✓	✗	?	✓
MEDIA	Cross Device Targeting (Video, Mobile, Desktop)	?	✗	✗	✓
	1st Party Data Integrations	✗	✓	✗	✓
	Proprietary and Customised Algorithms.	✗	?	✗	✓
TARGETING	Programmatic Direct Deals	✓	✗	✗	✓
	Trading Scale Securing Preferential Rates	✗	✗	✗	✓
	Exclusive Supply Direct with Publishers	✓	✗	?	✓
TECHNOLOGY	Meta DSP: Media & Data Cross Multiple Platforms	✗	✗	✗	✓
	Custom Insights and Reporting	✗	✗	?	✓
	Impression Level Data Integration Multiple Platforms	✗	✗	✗	✓

EMC<sup>2</sup>EMC<sup>2</sup>EMC<sup>2</sup>EMC<sup>2</sup>EMC<sup>2</sup>EMC<sup>2</sup>EMC<sup>2</sup>

GREENPLUM

GREENPLUM

GREENPLUM

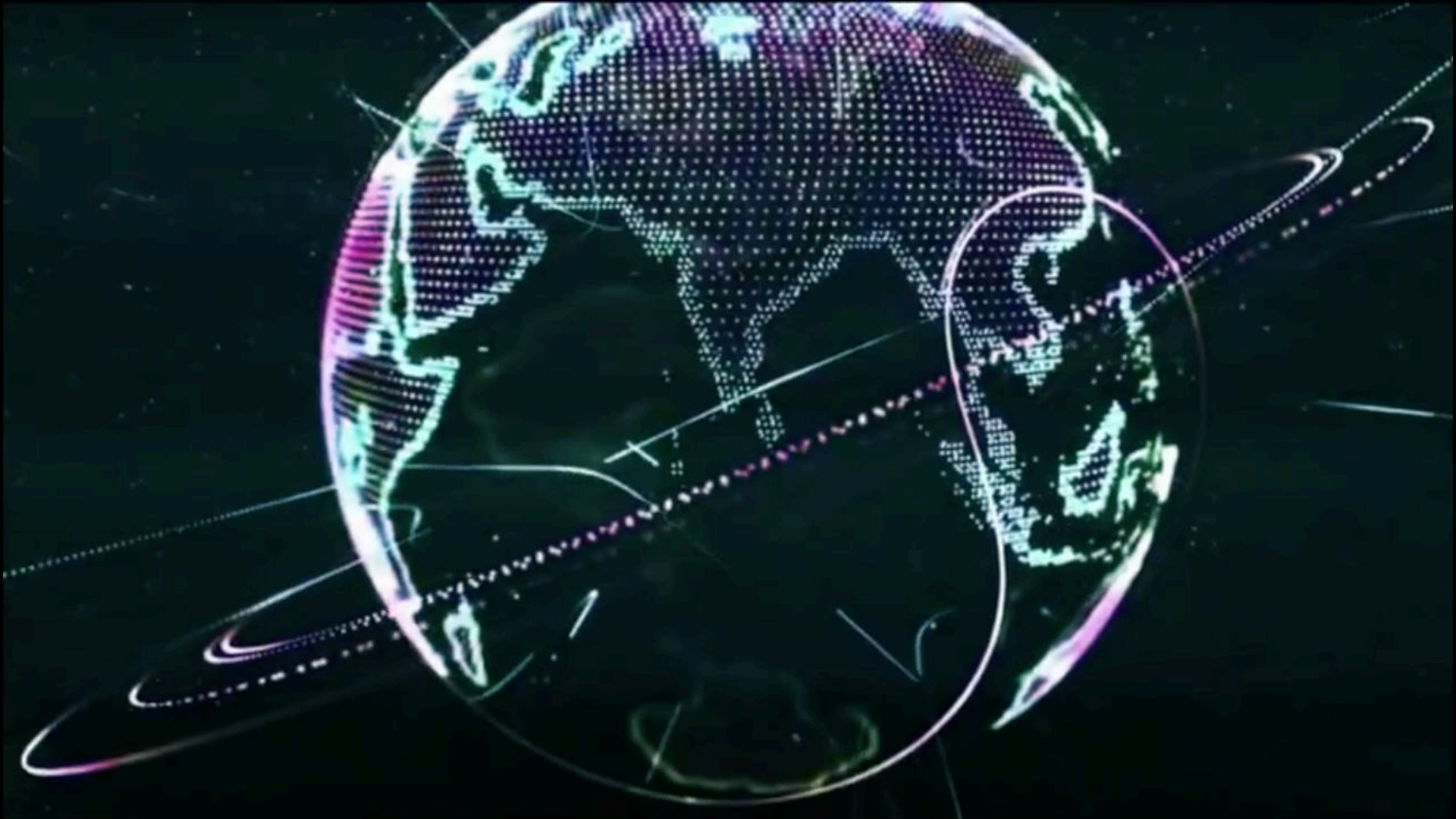
GREENPLUM

GREENPLUM

GREENPLUM

## Artemis Technology

- 640 Segment Instances in 32 segment server nodes
- 1.5 billions rows/day, approximately 480 billion rows biggest fact table
- 1 PetaByte storage capacity
- Historical data archived and available on request
- Purpose-built, high-performance big data analytics
- SQL and Hadoop capabilities to analyze a variety of structured and unstructured data in a single appliance
- MPP\*Architecture accelerates execution through transparent parallelism





# N°2 Best Media Network by RECMA

## Ranking:

N°8 in 2012

N°3 in 2013

N°2 in 2014

2012	Cumulated Ranking 2012	2013	Cumulated Ranking 2013	2014	Cumulated Ranking 2014	Rkg
PHD	26	MediaCom	36	MediaCom	28	1
Carat	22	ZenithOptimedia	21	<b>HAVAS MEDIA</b>	23	2=
MEC	20	<b>HAVAS MEDIA</b>	20	Vizeum	23	2=
Initiative	13	MEC	17	MEC	18	4
OMD	13	Mindshare	16	Carat	12	5
Mindshare	12	Carat	14	Starcom SMG	10	6
<b>HAVAS MEDIA</b>	8	Vizeum	13	PHD	6	7
UM	7	Initiative	13	Maxus	5	8=
MediaCom	4	PHD	12	Dentsu Media	5	8=
Vizeum	1	Maxus	9	Mindshare	4	10
Starcom SMG	1	UM	6	Initiative	2	11
ZenithOptimedia	-1	Dentsu Media	2	ZenithOptimedia	-1	12=
Dentsu Media	-3	Starcom SMG	-2	OMD	-1	12=
Maxus	-4	OMD	-8	UM	-13	14
<b>Total</b>	<b>119</b>	<b>Total</b>	<b>169</b>	<b>Total</b>	<b>121</b>	

# Mirriad

Advertising for the Skip Generation

HAVAS

B. How We Do It

# Entertainment





WELCOME

TO *Fabulous*  
**LAS VEGAS**  
NEVADA

  
HESCO

A. Our Mission/Strategy

B. How We Do It

**C. The Results**

C. The Results

# 2014 Results

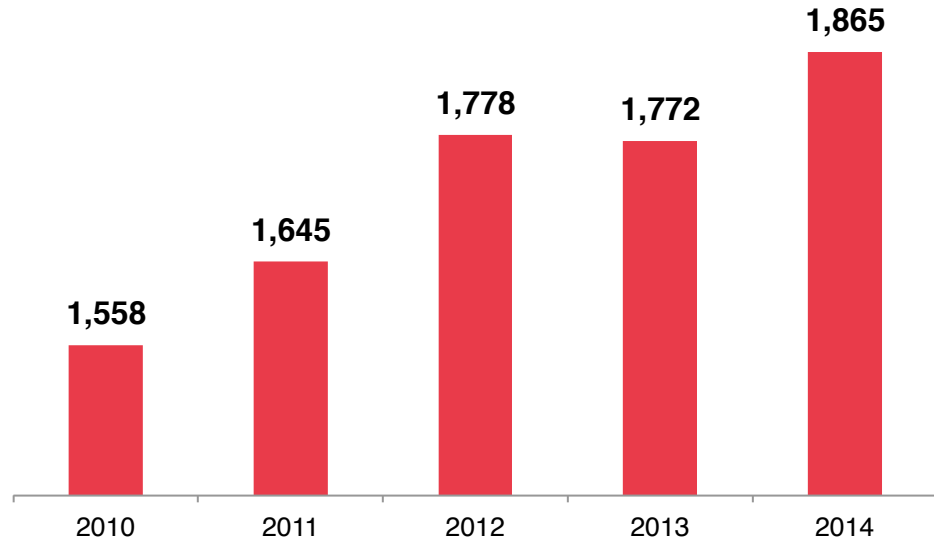
Revenue in €m

2014

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**+5.1%**

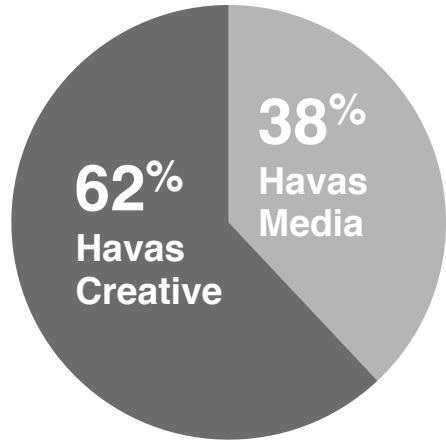
Organic Growth YoY



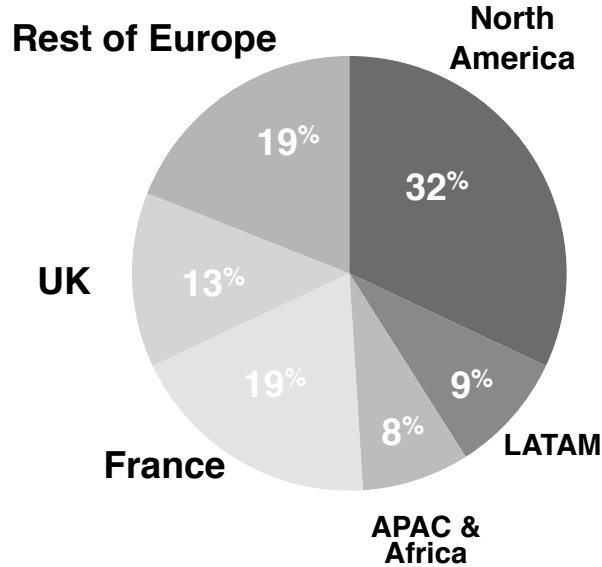


### Revenue Split

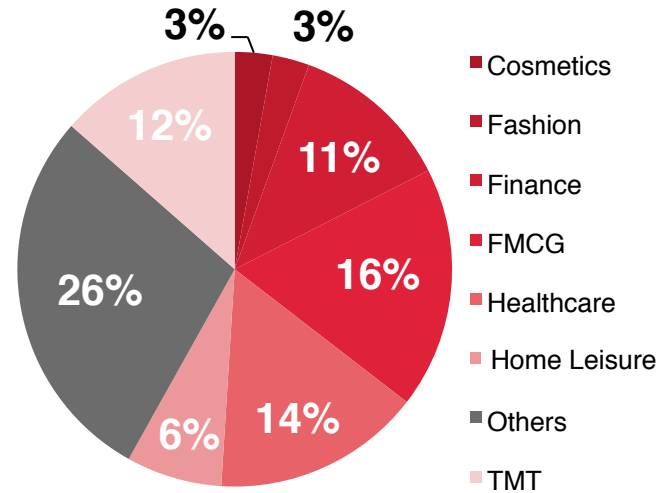
BY DIVISION



BY ZONE

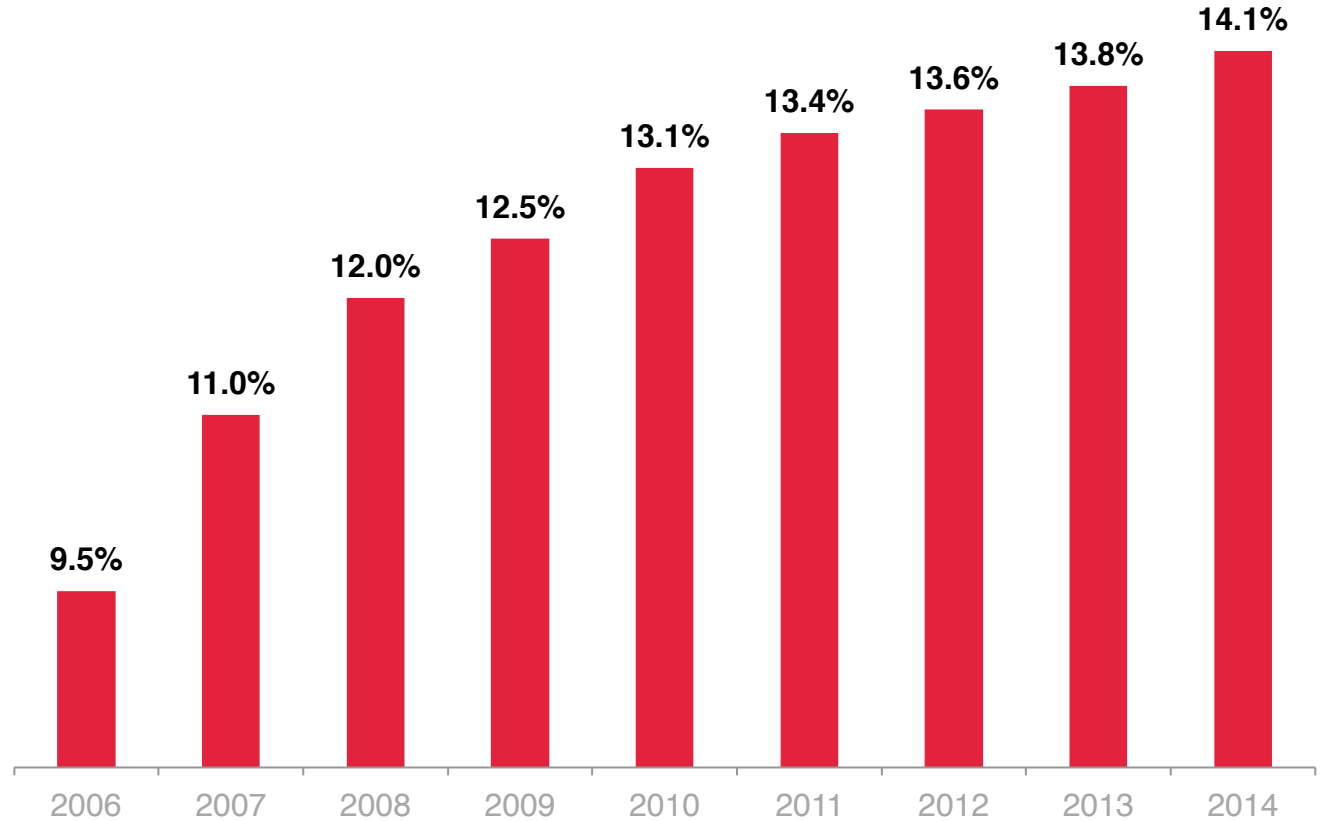


BY CLIENT SECTOR



Income from Operations  
Margin Improvement

# P&L



## Organic Growth by Region

**+5.4%**  
NA

**+4.1%**  
EUROPE

**+10.8%**  
APAC

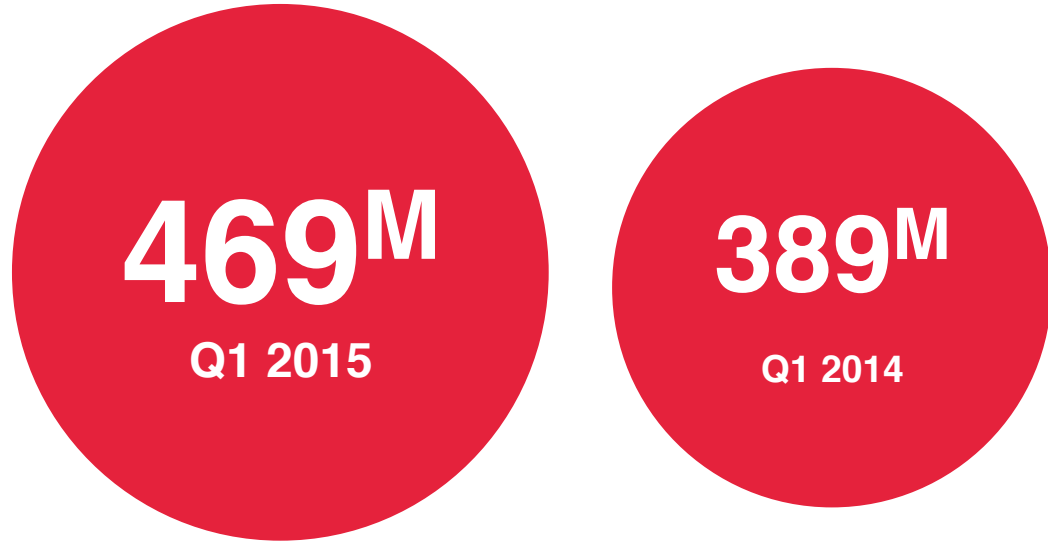
**+5.2%**  
LATAM

# P&L

C. The Results

# Q1 Results

# Q1 2015: Organic Growth +7.1%



# New Business

# Our Significant New Business Wins 2014

## North America



## LATAM



## Europe



## APAC



## Arnold Worldwide



## Middle East



Deepened  
Collaboration with  
Havas Media

Joint Wins





Conclusion

- 1. A record 2014 for Havas, more to follow**
- 2. Sustained positive outlook for the industry**
- 3. Media reviews in the US create offensive opportunities**
- 4. Excellent fine-tuning to deliver EBIT margin improvement**
- 5. The acceleration of the Together plan is helping us outperform the market**
- 6. Havas has successfully shifted the paradigm**

**Thank you.**