

# Advertising Age

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## AGENCY REPORT 2016

Agencies are hiring, their stocks have been climbing and revenue is rising as digital drives growth across the spectrum of disciplines. Ten facts from Ad Age's Agency Report 2016:

- 1.** U.S. agency revenue increased 6.5% to a record \$46.8 billion in 2015, according to Ad Age Datascenter's analysis of more than 1,000 agencies, networks and companies.
- 2.** Digital captured 41.3% of 2015 U.S. agency revenue, including digital work at all agency types, from ad and media to PR and pure digital plays, up from 39.7% in 2014.
- 3.** All major agency disciplines grew last year, with revenue gains that ranged from 3.8% for customer relationship management and direct marketing to 8.7% for healthcare marketing.
- 4.** U.S. ad agency employment in December reached its highest point (198,900) since the early 2000s dot-com bubble.
- 5.** The number of media agency staffers and independent media reps hit an all-time high in December (47,200) after breaking through its dot-com peak earlier in 2015.
- 6.** Digital media employment in January passed broadcast and cable TV employment. Digital media staffing grew 13% in 2015, tracking with agencies' digital revenue (up 13.5%).
- 7.** WPP last year pumped \$1 billion into advertising on Facebook, up from \$650 million in 2014. WPP this year expects to place more than \$5 billion in advertising with Google, its biggest media relationship.
- 8.** Of the world's five largest digital agency networks, only one is owned by a traditional agency company: Wunderman, owned by WPP, at No. 5. Top four: Accenture, IBM, Deloitte and Epsilon.
- 9.** Adland's Big Five—WPP, Omnicom, Publicis, Interpublic and Dentsu—in 2015 completed more than 100 acquisitions and investments. The biggest: Publicis' \$3.7 billion purchase of Sapient.
- 10.** Investors are bullish on agency stocks. In April, WPP hit an all-time high, Omnicom reached its highest-ever adjusted closing price and Interpublic traded at its highest level since 2002.

— BRADLEY JOHNSON

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By 2015 revenue in each discipline. Dollars in millions. Subscribe to Ad Age Datacenter to see expanded rankings and digital network profiles:  
[AdAge.com/agencyreport2016](http://AdAge.com/agencyreport2016)

## DIGITAL NETWORKS: WORLDWIDE

15 largest networks by revenue.

RANK	RANK	AGENCY, COMPANY	HEADQUARTERS	WORLDWIDE REVENUE	
2015	2014			2015	% CHG
1	1	<b>Accenture Interactive</b> Accenture	New York/London	\$2,923	57.8
2	2	<b>IBM Interactive Experience*</b> IBM Corp.	Armonk, N.Y.	2,125	NA
3	3	<b>Deloitte Digital*</b> Deloitte	New York	1,648	NA
4	4	<b>Epsilon</b> Alliance Data Systems Corp.	Irving, Texas	1,226	2.1
5	5	<b>Wunderman*</b> WPP	New York	1,168	-0.6
6	6	<b>PwC Digital Services</b> PwC	New York	1,121	NA
7	7	<b>Ogilvy &amp; Mather*</b> WPP	New York	1,038	-5.9
8	8	<b>SapientNitro*</b> Publicis	Boston	917	2.2
9	9	<b>DigitasLBI*</b> Publicis	Boston	897	3.0
10	NA	<b>Havas Digital Group*</b> Havas	Puteaux, France	811	NA
11	11	<b>Razorfish Global*</b> Publicis	New York	769	-4.7
12	12	<b>Publicis Worldwide (Nurun)*</b> Publicis	Paris	664	6.9
13	NA	<b>J. Walter Thompson Co.*</b> WPP	New York	597	NA
14	15	<b>Isobar*</b> Dentsu	London	535	17.8
15	13	<b>Proximity*</b> Omnicom	New York	534	-8.9
<b>Total and percent change for world's 15 largest digital networks</b>				<b>\$16,974</b>	<b>NA</b>

Source: Ad Age Datacenter (Agency Report 2016). Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. Agencies ranked based on revenue in discipline. 2015 and 2014 revenue and rankings based on data collected and/or adjusted in 2016. Revenue for 2015 and 2014 shown pro forma. Non-U.S. portion of worldwide revenue in U.S. dollars for agency companies was depressed by weakness in global currencies vs. the dollar in 2015. Brazilian real: -28.5%; Australian dollar: -16.6%; euro: -16.4%; Canadian dollar: -13.5%; Japanese yen: -12.8%; British pound: -7.2%; South Korean won: -6.3%. See "Effects of FX," P. 13.

Digital networks: Ranking includes digital networks (including units that report into networks). Ranking excludes media agencies. Razorfish Global: Including Razorfish, Rosetta, Expicient, Level Studios and Nurun Services Conseils. J. Walter Thompson Co.: Including Mirum.

## CONSOLIDATED NETWORKS

By 2015 estimated worldwide revenue. Dollars in millions. Subscribe to Ad Age Datacenter to get expanded data on agency networks:

[AdAge.com/agencyreport2016](http://AdAge.com/agencyreport2016)

RANK	NETWORK, COMPANY / SELECTED UNITS	WORLDWIDE REVENUE	
		2015	% CHG
1	<b>Young &amp; Rubicam Group</b> WPP Y&R, Wunderman, Burson-Marsteller, VML, Cohn & Wolfe, Sudler & Hennessey, Landor, Blast Radius, Taxi, Bravo Group, Iconmobile	\$3,668	0.0
2	<b>DDB Worldwide Communications Group</b> Omnicom Group DDB Worldwide, Rapp, Grupo ABC, Interbrand, Tribal Worldwide, DDB Health/DDB Remedy, TracyLocke, Alma	3,100	-4.5
3	<b>McCann Worldgroup</b> Interpublic Group of Cos. McCann, Weber Shandwick, MRM//McCann, McCann Health, Momentum Worldwide, Martin Agency, FutureBrand, PMK-BNC	3,083	+3.1
4	<b>Accenture Interactive</b> Accenture Accenture's digital network	2,923	+57.8
5	<b>BBDO Worldwide</b> Omnicom Group BBDO Worldwide, Proximity, Organic, Wednesday	2,483	-1.7
6	<b>Ogilvy &amp; Mather</b> WPP Ogilvy & Mather Advertising, OgilvyOne Worldwide, Ogilvy Public Relations, Ogilvy CommonHealth Worldwide, Neo@Ogilvy	2,337	-1.4
7	<b>Epsilon</b> Alliance Data Systems Corp. Epsilon, Catapult	2,141	+3.3
8	<b>IBM Interactive Experience</b> IBM Corp. IBM Corp.'s digital network	2,125	NA
9	<b>Dentsu (Japan)</b> Dentsu Inc. Dentsu Inc.'s network of agencies in Japan	1,988	-8.8
10	<b>TBWA Worldwide</b> Omnicom Group TBWA Worldwide, Integer Group, EG+ Worldwide, TBWA/WorldHealth, Zimmerman Advertising	1,960	-1.2

Source: Ad Age Datacenter (Agency Report 2016). Numbers rounded. Not all network units shown. Media agencies not included in network revenue for this ranking. Non-U.S. portion of worldwide revenue in U.S. dollars for agency networks was depressed by weakness in global currencies vs. the dollar in 2015. Brazilian real: -28.5%; Australian dollar: -16.6%; euro: -16.4%; Canadian dollar: -13.5%; Japanese yen: -12.8%; British pound: -7.2%; South Korean won: -6.3%. See "Effects of FX," P. 13.

Dentsu Aegis Network: Estimated revenue for network's "content and creative" businesses. FCB: R/GA rolls up financially to network but operates autonomously. McCann Worldgroup: Weber Shandwick is aligned with network. TBWA Worldwide: EG+ Worldwide rolls up financially to network but operates autonomously.

# AGENCY COMPANIES

By 2015 worldwide revenue. Dollars in millions. Subscribe to Ad Age Datacenter to access exclusive database of these 50 companies:  
**AdAge.com/agencyfamilytrees2016**

RANK	2015	2014	COMPANY	WORLDWIDE REVENUE		U.S. REVENUE	
				2015	% CHG	2015	% CHG
1	1		WPP London	\$18,693	-1.4	\$6,505	7.9
2	2		Omnicom Group New York	15,134	-1.2	8,527	4.2
3	3		Publicis Groupe Paris	10,648	10.6	5,749	24.2
4	4		Interpublic Group of Cos. New York	7,614	1.0	4,476	7.0
5	5		Dentsu Inc.* Tokyo	6,297	-1.6	1,152	9.0

## 6 ACCENTURE'S ACCENTURE INTERACTIVE

Accenture Interactive, part of consulting giant Accenture, took the top spot in Ad Age's ranking of the world's largest digital agency networks.

➔	9		New York/London	2,923	57.8	1,232	70.8
7	6		Havas* Puteaux, France	2,430	-2.0	859	10.2
8	7		Alliance Data Systems Corp.'s Epsilon Irving, Texas	2,141	3.3	2,050	4.4
9	10		IBM Corp.'s IBM Interactive Experience* Armonk, N.Y.	2,125	33.6	797	12.5
10	8		Hakuhodo DY Holdings* Tokyo	1,822	-4.7	83	361.1
11	11		Deloitte's Deloitte Digital* New York	1,648	12.1	865	14.3

## 12 BLUEFOCUS COMMUNICATION GROUP

BlueFocus in 2015 generated 78% of revenue from China. It manages its \$291 million revenue non-China business from Mountain View, Calif.

➔	13		Beijing	1,343	38.0	16	NA
13	12		MDC Partners New York	1,326	8.4	1,085	9.2
14	18		PwC's PwC Digital Services New York	1,121	50.1	624	32.5
15	15		DJE Holdings Chicago	902	5.8	558	9.4
16	14		Experian's Experian Marketing Services New York	870	-1.2	432	-0.2
17	16		Cheil Worldwide Seoul, South Korea	844	-0.1	78	-1.0
18	17		Acxiom Corp.* Little Rock, Ark.	841	3.6	765	7.0
19	20		MC Group (Media Consulta) Berlin	553	-5.4	16	-8.1
20	22		Merkle Columbia, Md.	514	7.4	465	5.8

**Source:** Ad Age Datacenter (Agency Report 2016). Revenue supplied by companies via Ad Age questionnaire, obtained from public documents or estimated by Ad Age. Dollars in millions. Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. 2015 and 2014 revenue and rankings based on data collected and/or adjusted in 2016. Non-U.S. portion of worldwide revenue in U.S. dollars for agency companies was depressed by weakness in global currencies vs. the dollar in 2015. Brazilian real: -28.5%; Australian dollar: -16.6%; euro: -16.4%; Canadian dollar: -13.5%; Japanese yen: -12.8%; British pound: -7.2%; South Korean won: -6.3%. See "Effects of FX," P. 13.

**Advantage Marketing Partners:** Unit of Advantage Solutions. **Aimia:** Revenue from proprietary loyalty services plus other revenue (including data analytics). U.S. is U.S./Asia Pacific region. **Chime:** Worldwide revenue including U.S. operations. **Dentsu:** U.S. revenue shown is Americas revenue. **Derse:** Gross revenue. **DJE:** Owns Edelman. **EPAM:** Revenue from digital engagement practice. **Experian:** U.S. revenue shown is North American revenue. **Freeman:** Experiential/event marketing revenue. **Harte Hanks:** Estimated revenue of Customer Interaction segment. **Innocean:** Stated gross profit converted to U.S. dollars by Ad Age. U.S. is America region (U.S., Canada, Brazil, Mexico). **InVentiv:** Estimated revenue for advertising, public relations, medical communications and data analytics. **Matomy:** Stated worldwide and estimated U.S. revenue. **Publicis:** U.S. revenue shown is North America revenue. **Serviceplan:** Without exchange rate effect, revenue grew by 11.3%. **Viad Corp's GES:** Worldwide gross revenue for "exhibits and environments"; U.S. is Ad Age estimate. **WPP AUNZ:** Created in 2016 by merger of WPP's Australia and New Zealand businesses with STW Group; WPP owns 61.5% stake. Revenue shown is STW net revenue.

# DIGITAL

By 2015 revenue in each discipline. Dollars in millions. Subscribe to Ad Age Datacenter to see expanded rankings and digital network profiles: [AdAge.com/agencyreport2016](http://AdAge.com/agencyreport2016)

## DIGITAL NETWORKS: U.S.

20 largest networks by revenue.

RANK		AGENCY, COMPANY	HEADQUARTERS	U.S. REVENUE	
2015	2014			2015	% CHG
1	2	<b>Accenture Interactive</b> Accenture	New York/London	\$1,232	70.8
2	1	<b>Epsilon</b> Alliance Data Systems Corp.	Irving, Texas	1,169	3.4
3	3	<b>Deloitte Digital*</b> Deloitte	New York	865	NA
4	4	<b>IBM Interactive Experience*</b> IBM Corp.	Armonk, N.Y.	797	NA
5	5	<b>Razorfish Global*</b> Publicis	New York	652	-1.3
6	6	<b>PwC Digital Services</b> PwC	New York	624	NA
7	7	<b>SapientNitro*</b> Publicis	Boston	601	1.8
8	16	<b>Wunderman*</b> WPP	New York	496	4.5
9	17	<b>DigitasLBI*</b> Publicis	Boston	459	3.4
10	18	<b>Ogilvy &amp; Mather*</b> WPP	New York	423	2.9
11	NA	<b>Havas Digital Group*</b> Havas	Puteaux, France	374	NA
12	19	<b>Rapp*</b> Omnicom	New York	321	0.7
13	20	<b>Merkle</b>	Columbia, Md.	303	14.4
14	21	<b>R/GA*</b> Interpublic	New York	284	10.0
15	24	<b>Publicis Healthcare Communications Group*</b> Publicis	New York	260	20.0

**Source:** Ad Age Datacenter (Agency Report 2016). Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. Agencies ranked based on revenue in discipline. 2015 and 2014 revenue and rankings based on data collected and/or adjusted in 2016. Revenue for 2015 and 2014 shown pro forma. Non-U.S. portion of worldwide revenue in U.S. dollars for agency companies was depressed by weakness in global currencies vs. the dollar in 2015. Brazilian real: -28.5%; Australian dollar: -16.6%; euro: -16.4%; Canadian dollar: -13.5%; Japanese yen: -12.8%; British pound: -7.2%; South Korean won: -6.3%. See "Effects of FX," P. 13.  
**Digital networks:** Ranking includes digital networks (including units that report into networks). Ranking excludes media agencies. Razorfish Global: Including Razorfish, Rosetta, Expicient, Level Studios and Nurun Services Conseils. J. Walter Thompson Co.: Including Mirum.

# ALL DISCIPLINES

Ranking of agencies from all disciplines by 2015 U.S. revenue for 500 largest agencies. Dollars in millions on this page only; dollars in thousands on subsequent pages. Complete ranking of 900-plus agencies from all disciplines available online to Ad Age Datacenter subscribers: [AdAge.com/agencyreport2016](http://AdAge.com/agencyreport2016)

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RANK 2015	AGENCY, COMPANY	HEADQUARTERS	U.S. REVENUE 2015	RANK 2015	AGENCY, COMPANY	HEADQUARTERS	U.S. REVENUE 2015
1	Epsilon Alliance Data Systems Corp.	Irving, Texas	\$1,855	11	Edelman DJE Holdings	Chicago	523
2	<b>Accenture Interactive</b> Accenture	New York/London	1,232	12	J. Walter Thompson Co.* WPP	New York	504
3	Deloitte Digital* Deloitte	New York	865	13	Leo Burnett Worldwide/Arc* Publicis	Chicago	489
4	IBM Interactive Experience* IBM Corp.	Armonk, N.Y.	797	14	Publicis Worldwide* Publicis	Paris	488
5	Acxiom Corp.*	Little Rock, Ark.	765	15	Advantage Marketing Partners Advantage Solutions	Irvine, Calif.	481
6	Razorfish Global* Publicis	New York	652	16	Merkle	Columbia, Md.	465
7	PwC Digital Services PwC	New York	624	17	DigitasLBI* Publicis	Boston	459
8	BBDO Worldwide* Omnicom	New York	603	18	Rapp* Omnicom	New York	458
9	SapientNitro* Publicis	Boston	585	19	Y&R* WPP	New York	455
10	McCann* Interpublic	New York	562	20	Weber Shandwick* Interpublic	New York	449

**Source:** Ad Age Datacenter (Agency Report 2016). Ranked by 2015 U.S. revenue. Numbers rounded. Asterisk indicates Ad Age Datacenter estimate. 2015 and 2014 revenue and rankings based on data collected and/or adjusted in 2016. Ranking based on agency revenue, which may be different from agency network revenue. For example, No. 22 shows revenue of Wunderman agency (not the multi-agency network). "Company" may indicate affiliation rather than full ownership.

## About Agency Report 2016

The full report is available to Ad Age Datacenter subscribers at [AdAge.com/agencyreport2016](http://AdAge.com/agencyreport2016). Portions of Agency Report 2016 appear in this print edition.

Advertising Age's 72nd annual Agency Report, published on May 2, 2016.

### EXCLUSIVE ONLINE CONTENT

Ad Age Datacenter subscribers have exclusive access to expanded Agency Report online content.

Exclusive online content includes:

- ➔ Agency Family Trees 2016, a database of the World's 50 Largest Agency Companies with profiles, holdings, financial facts and links to related content.
- ➔ Expanded rankings of agencies by discipline.
- ➔ Fast facts and figures on more than 900 agencies.

### HOW TO SUBSCRIBE

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### ADDITIONAL COPIES

To order additional copies of Ad Age's Agency Report 2016 print edition including Agency Report 2016 and the Agency Family Trees 2016 pullout poster, email [customerservice@adage.com](mailto:customerservice@adage.com).

### CONTACT LIST

Ad Age's exclusive 2016 agency executive contact list is available for purchase.

The contact list includes names, titles and contact information for key executives at the nation's 900-plus largest ad, media and marketing-services agencies. For information on purchasing that list, email [gregry.gilroy@reachmarketing.com](mailto:gregry.gilroy@reachmarketing.com).

### REPORT METHODOLOGY

Information for Agency Report 2016 came from questionnaires submitted by agencies and from analysis by Ad Age Datacenter. To see the questionnaire, go to [AdAge.com/arq](http://AdAge.com/arq).

Most agencies submit revenue and data via the questionnaire. Publicly held agency firms sometimes prefer not to reveal revenue for specific agencies; figures for those agencies and some independent agencies are Ad Age Datacenter estimates. An asterisk next to an agency name indicates an Ad Age estimate.

Revenue and rankings for 2015 and 2014 are based on data collected and/or adjusted in 2016, so the 2014 ranking for an agency company, agency network or agency may be different from the 2014 ranking that appeared in Agency Report 2015.

Ad Age evaluates ad and marketing services agencies for breakout rankings

by discipline. For these rankings, Ad Age applies a 75% rule: If revenue from a particular discipline represents less than 75% of an agency's total revenue, only revenue attributed to that discipline is shown for that agency in the chart. However, if the discipline accounts for 75% or more of an agency's revenue—implying the discipline is the foundation of that agency—then an agency is ranked in that discipline at 100% of revenue.

### AGENCY REPORT 2017

Questionnaires for Agency Report 2017 will be available in January 2017 at [AdAge.com/arq](http://AdAge.com/arq). Agencies that want to receive a questionnaire alert for 2017's report may email [AgencyReport@adage.com](mailto:AgencyReport@adage.com).

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